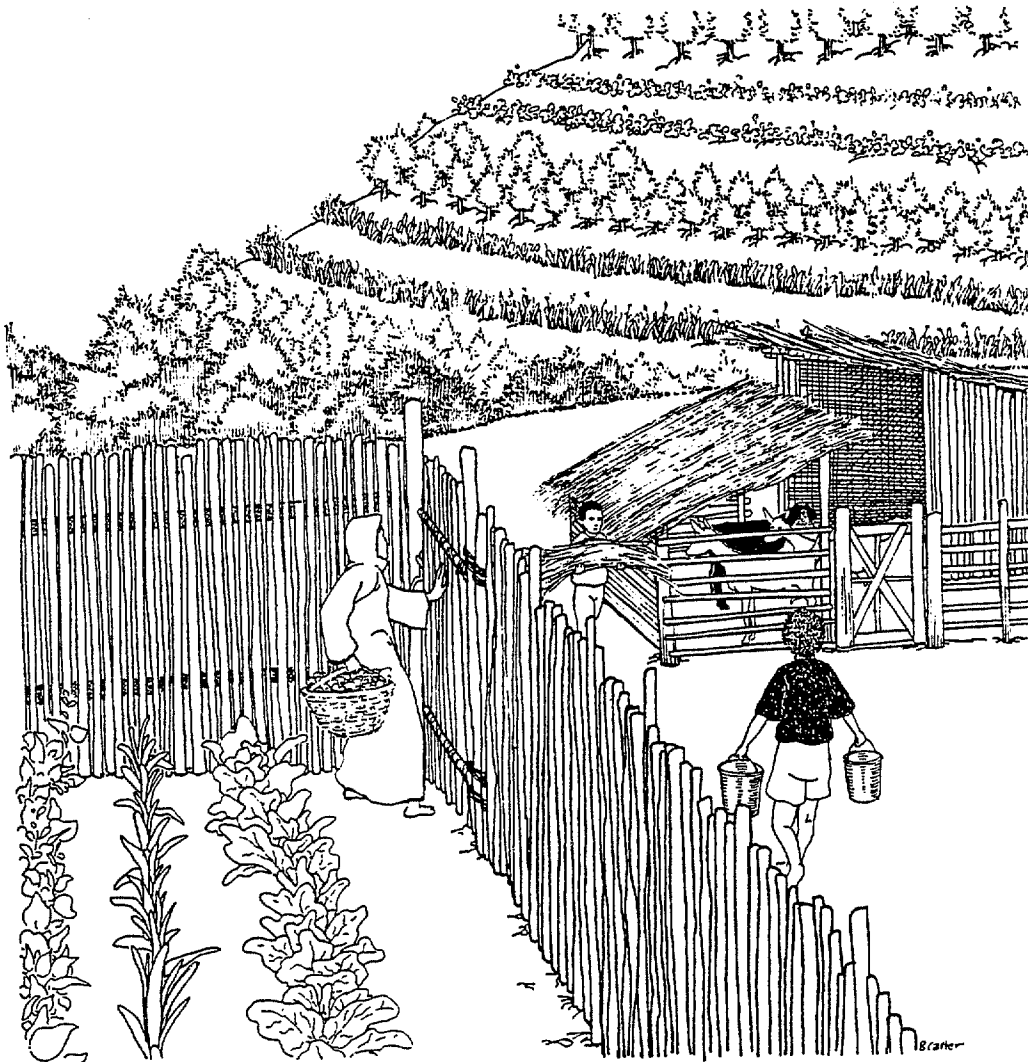


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Integrated Family Farm Development

USAID Strengthening Grant



Final Report
August, 1994 – September, 1997
USAID Grant #FAO-0158-A-00-4026-00

Heifer Project International
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Little Rock, AR 72202

Final Report

Integrated Family Farm Development

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Final Report
Cooperative Agreement No. FAO-0158-A-00-4026-00
August, 1994 through August, 1997

Summary

The goal of this cooperative agreement was to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agricultural practices on their farms. The amount of this grant was \$750,000 from USAID with a matching obligation of \$1,347,000 from HPI. The budget for the full program was \$2,097,000. HPI exceeded its matching commitment by more than \$677,000, spending over \$2,000,000 on the program.

The agreement provided resources to help HPI improve and increase its capacity to carry out training and organizational strengthening in Bolivia and Uganda. In these two countries, the program worked to improve HPI staff skills in training, strategic planning, evaluation, extension and program development. A participatory training approach was developed and articulated in each country. Training materials and tools for extensionists and farmer leaders were developed in Uganda. A comprehensive resource on participatory training was written in Bolivia with input and review by professionals in more than a dozen countries. Writing, editing, review and testing of this *Sourcebook* entitled "Learning Together: The Agricultural Worker's Participatory Sourcebook" has been completed. Design and graphics of the manuscript is underway and is about two-thirds completed.

At headquarters, HPI published the book "The Cornerstones Model: Values-based Planning and Management", and this resource, in both English and Spanish, is already being widely used throughout HPI's worldwide program.

HPI carried out a large number of training sessions for headquarters and field staff as well as staff of partner organizations and grassroots organizations and farmers, including numerous workshops on gender analysis, participatory evaluation, training of trainers, planning, sustainable agriculture, and many aspects of livestock health and production. A manual on gender analysis was produced.

HPI met or exceeded the most of the targets of this grant. The objective of assisting 1,900 families in the two countries was more than doubled. A total of almost 4,200 families were directly benefited. In both countries, training of trainers in participatory methods was provided to all partner organizations. On-site consultation helped these partners through organizational strengthening activities, such as planning and monitoring.

An external evaluation was carried out during the second year of the grant at headquarters and in the field. Staff has carefully considered and acted on most of the recommendations. In particular, several impact studies have been undertaken and are on-going, gender analysis is being more focused at the grassroots level, progress has been made with strategic planning and better definition of relationships with partner organizations, and IP (International Programs) staff around the world are seriously looking at strategies and implications of moving toward more financial sustainability and autonomy in country programs.

I. Background to Grant and Project Context

1. Describe the PVO's organizational purpose, approach and special capability. What were the socio-economic-political conditions and circumstances which gave rise to the project and each country program? What were the express needs of beneficiaries, participants, the PVO, etc. What gender concerns need attention?

(A) Organizational Purpose

Heifer Project International's purpose is, in partnership with others, to alleviate poverty, hunger, and environmental degradation. HPI...

1. Provides animals, technical training and community development to enable families to achieve self-reliance in sustainable food production and income generation.
2. Encourages people to "pass on the gift" which enhances dignity and makes a difference in the struggle against hunger and poverty.
3. Educates people about the causes of hunger and poverty based on Heifer Project International's half century of experience.
4. Supports people through responsible management of human, animal and natural resources.

(B) Approach

For over 50 years Heifer Project International (HPI) has successfully worked to alleviate hunger and rural poverty and restore the environment by providing appropriate livestock, training, and related services to small-scale farmers around the world. One of HPI's primary concerns and contributions is to help farmers utilize livestock as an integral component of sustainable agriculture.

The goal of all HPI projects is to strengthen rural families and communities through improved nourishment, increased production, and the dissemination of skills and knowledge for self reliance. Care for the earth's natural resources are emphasized in most projects through training in pasture improvement, soil conservation, forestation, and water harvesting.

HPI's key concept is that each recipient must pass on offspring of the farm animals they receive to others in need. This principle, called "passing on the gift", assures that each participant in the program becomes a donor to others, enhancing dignity and participation in each project. Passing on the gift also greatly heightens the prospect for the project to become self sustaining. Many project holders are working out agreements with farmer/recipients to return several offspring, one to be donated to another family, and another for support of the local organization's ongoing training and follow up needs.

Animals in all projects must have access to adequate feed, water and shelter. Project participants are given training and on-site technical advice to improve their skills and knowledge in animal care, planning, and management. The types of animals used in projects depends on local needs and requests, in addition to experience, natural

resources, and marketability of surplus production. Projects are selected on the basis of meeting HPI's twelve "Cornerstones for Just and Sustainable Development".

(C) Special Capabilities

One of HPI's greatest strengths is the presence of field offices in major program areas around the world, who in turn work with a large network of local nongovernmental organizations (NGOs) and grassroots organizations. Most of these field offices are staffed by nationals of the country in which the program is carried out. There are 25 program representatives in total; 6 in Africa, 7 in Latin America/Caribbean, 5 in Asia, 2 in Eastern Europe, and 5 in the USA/Canada program areas.

HPI cooperates with local partner organizations, most of them nongovernmental organizations. Concerted efforts are also made to coordinate with government services in all program areas. Partner project holders have competent local personnel who know the social-political, and ecological context of the communities with which they work. These field staff possess appropriate technical skills to help the project participants to confront the challenges and problems they encounter.

HPI's achievements in promoting sustainable and integrated livestock development in economically and ecologically stressed areas of the world has drawn support from major church, philanthropic, government, and individual sources. HPI has gained recognition as a development agency that specializes in sustainable development using livestock as the primary tool, and is called upon by other agencies to contribute this special expertise.

(D) Socio-economic/Political Conditions

For this cooperative agreement HPI chose one country in each of two regions, i.e. Africa and Latin America, where families could benefit most from a sustainable agriculture approach. These countries have significant ecological problems, on-going and growing HPI programs, viable local partner groups and could be used as regional models for a sustainable development approach and strengthened training capability.

Bolivia: Typical participants in the tropical lowlands are settlers who have migrated from the highlands. Participants from traditional communities are from high altitude, mountainous and semi-arid zones with limited farmland having low agricultural production. These farmers are in the process of claiming land, or else own land or share communal land. They have little capital to invest and use hand labor only. They are more subsistence oriented than market oriented and live in villages distant from markets with marginal access to basic education and health services. In highland areas, HPI works with several project holder NGOs that use a variety of animal species appropriate to the areas, such as alpacas, llamas, poultry, guinea pigs and cattle.

The rural sector in Bolivia has the highest rate of child mortality, malnutrition, illiteracy and the lowest per capita income. Current statistics (UNDP, 1993) put infant mortality at 89/1000, 63% literacy rate, life expectancy for men/women at 51 years and 54 years respectively, and 51.2% of the population reside in rural areas.

Uganda: The 1993 "Human Development Report" (UN) estimates Ugandan GNP per capita at an average of \$180, infant mortality is reported by the UN at 108 per 1,000, illiteracy among women is at 65%. Agricultural production is growing at about 3.6% per year. While Uganda's economy has somewhat recovered since the liberation war, the level of living of most people, particularly those in the rural sector, remains low.

AIDS is taking a dramatic toll on Uganda with an estimated 1.7 million people HIV positive. This will add dramatically to the number of widows, widowers, and homes caring for large numbers of children. These are among the primary target population for this program.

(E) Essence of the Problem

The problem of ecological degradation, especially loss of soils and forests, is in need of much more attention by the international development community, including HPI. HPI has learned from nearly 50 years of experience that livestock are an integral part in sustainable, regenerative agriculture. People, plants, land and livestock can function synergistically if their interdependent roles are recognized. Adding livestock to a small farm can bring balance and make the difference between mere subsistence and family self-reliance. Properly managed small farms with a livestock component are environmentally sustainable and can help provide a decent living for farm families. HPI aims to expand its efforts to show how well managed short-term agricultural investments including quality livestock, education, group empowerment and a passing on the gift provision leads to long term, positive impacts on farm families, the environment and local institutions.

The problem of urban poverty and migration from the rural areas can be curtailed by strengthening rural community organizations, which is an aim of this program.

(F) Expressed Needs

HPI constantly is faced with the situation of having to respond to requests for assistance from local community organizations, and always receives more requests for support than can be fulfilled. Each of these countries presents prodigious developmental and ecological challenges: In the rural areas of Bolivia quality of life indicators are some of the worst in Latin America. Here the program works primarily in the tropical rain forest area being settled by migrants from the highlands; In Uganda, ravaged by poverty, civil strife, and AIDS for the last decade, the program works with rural families of extremely scarce resources in hillside farms using zero-grazing systems. In both countries some projects are on the fringes of wildlife and forest preserve areas. How to be more efficient and effective with limited resources is the challenge.

Finally, HPI faces the challenge of knowing that training is an essential part of successful development programs, and that effective projects will depend to a large degree on our partner organizations having the capacity to train the farmers. The gap between that reality and the possibilities of developing a comprehensive training

program and approach to sustainable development is one of the greatest needs addressed by this cooperative agreement.

(G) Gender Concerns

At HPI Headquarters as well as in the field programs of Bolivia and Uganda HPI has continued to stress the importance of gender balance in our programs. As one of HPI's program cornerstones a very important goal is to raise consciousness with both staff and partner organizations about gender analysis. Some projects work only with women, though it is more common for both men and women to participate as equal partners. As the projects introduce improved livestock and training, the role of women is enhanced and the level of their participation increases. The nutrition level for families improves. Training in projects gives due attention to the role of women in livestock development, and attempts to equip them with the tools for leadership.

See Appendix 1 for a brief review of HPI's Gender Program.

2. *What other resources were available to meet the needs? Why was funding necessary?*

HPI always has the need for more resources for training. It is easier to raise funds for direct project funding, especially for the livestock component. Donors often have more difficulty in supporting training, especially the relatively costly process of developing a comprehensive approach and the accompanying materials for participatory training.

HPI project recipients have to contribute a significant amount of "sweat equity" in their projects. They are required to obtain materials for a small shelter, fencing, or corrals, and plant sufficient fodder to provide feed for the animals. In addition, each "pass on" contract signifies a substantial in-country capital resource being generated by the beneficiaries themselves to help additional farm families. In each country HPI seeks out local private and governmental organizations with which to cooperate and develop partnerships. For example, in Uganda, there is a core of capable civil servants and extension agents. These people are underpaid and do not receive adequate support from their government. HPI receives willing cooperation from these people because they have seen first hand that the HPI system works, and, when applied correctly, can generate income, nutritious food and opportunities for Ugandans.

The HPI country offices in both countries actively seek resources from both local governmental sources as well as international agencies. Grants and in-kind contributions from partner organizations in Europe (especially England and Ireland) have been significant in Uganda. Collaborative relationships with other international NGOs, such as World Concern and Lutheran World Relief, has been significant in Bolivia, as well as funding from the Canadian and Bolivian governments, aimed at strengthening community organization. HPI alone does not have sufficient funds to respond to all the expressed needs in any one country. USAID funding provides a very valuable resource to help HPI build up its capacity in training and project management, while securing mostly private source funds for the major part of project funding.

II. Project Methodology

1. *Summarize the grant project goal, purpose, objectives, approach, methodology, and strategy. What are the key inputs for achieving this strategy? Who are the target groups? What are the expected outputs and products? How does strategy involve women as both participants and beneficiaries?*

(A) Goal of the Project

The goal of the cooperative agreement is to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices.

(B) Purpose of the Project

The purpose of the project is to strengthen HPI's capacity to assist partner NGOs and grassroots organizations to promote sustainable development.

(C) Objectives

1. Undertake livestock project with 1,900 farm families in Bolivia and Uganda.
2. Develop a resource manual on participatory development training.
3. In Bolivia, organize local farmer organizations, giving leadership, planning and management, and technical training.
4. In Bolivia, provide training and technical assistance to HPI country staff and to partner organizations on ecologically sound livestock management practices, including agro-forestry.
5. In Uganda, assist partner project holder organizations wishing to adopt the zero-grazing model. This will involve funding, plus training of group leaders in the technical, management, monitoring and leadership aspects of NGO and farmer group development.
6. Adapt participatory training curriculum developed in both Uganda and Bolivia for use in both countries and for HPI's worldwide program use, and provide training in their use.
7. In Uganda and Bolivia provide training and consultation to HPI in-country staff and partner organizations in participatory evaluation approaches.

(D) Approach, Methodology and Strategy

Farm families are provided with training and technical assistance in ecologically sound livestock production. Families provide their own contribution in time, labor, land and other production resources, such as housing, feed, fencing, mineral salts, etc. HPI provides external stimulus and the means in the form of appropriate technology, livestock, and some planting materials. Those initially assisted become

catralysts of sustainable practices and the source of livestock to others through the "passing on the gift" of offspring.

A major thrust is the effort to strengthen local NGOs and community-based organizations. This is done through HPI sponsored seminars, workshops and field days for project leaders and extensionists of the partner organizations.

Prospects for significant benefits in terms of income, food and environmental improvements in the landscape provide the incentive for farmers to invest in sustainable farming practices. HPI's experience in these countries shows that farmers will invest in planting grass, legumes and multi-purpose trees on contours, utilize crop residues to feed ruminant livestock and other animals capable of digesting feed high in cellulose, and recycle manure, urine and composted waste back to their fields.

The program gives special attention to place knowledge and skills in the hands of women as an effective way to assist the whole family. This is done through women's groups, and through the training of community leaders in how to work effectively with women.

The grant agreement program was aimed to strengthen HPI's capacity to train others in a participatory methodology. This was done in several ways; first, by providing training opportunities to HPI's staff, secondly, by offering training opportunities to partner organizations, and, thirdly, through support of the training aspects of the livestock projects themselves. Training materials were developed, tested, and published for use in these country programs (Bolivia and Uganda), for use in these and in other country programs, as appropriate.

(E) Key Inputs

HPI provides all the funding and in-kind inputs for the actual projects with partner NGOs and grassroots organizations. These include money for sub-projects to cover extensionists, training, travel, etc. HPI directly funds the purchase of livestock and agricultural supplies for each project. Significant in-kind donations of livestock were received from sister organizations in Ireland (Bothar) and England (Send a Cow) for the Uganda program during the first two years. However, because of the outbreak of BSE (Mad Cow Disease) in Europe and the subsequent prohibition of importation of cattle from European countries, this source of support was terminated in 1996. To fill the need caused by this unforeseen circumstances, HPI Uganda received additional funds from the USAID mission in Uganda for a new program with re-settled veterans. This grant showed the confidence of the USAID mission as well as a timely and welcomed support for expanding the program into new areas. HPI also makes available its in-country staff, technical training materials, vehicles, office space, and supplies. Staff that are funded in part or fully by AID are shown in the budgets pages of the grant, Appendix 13. AID funds are also used for training materials development, training events, consultants, evaluation, and travel.

(F) Target Groups and Outputs

HPI targets low income farmers living in rural areas. In Uganda the farms are often between one and three acres. In the tropical area of Eastern Bolivia, the farms are larger (20 to 40 hectares), but the conditions are very harsh for settlers from the highlands with little capital or tools to work with. HPI pays particular attention to groups that permit women and families to achieve a better livelihood. Projects work only with organized groups, community and farmer associations.

At the project level the expected outputs in all projects are: reasonable production levels within the context and resources available; including passing on the gift of an offspring to another family. The participants generally prioritize the use of benefits in this order: milk for improved nutrition of children, income for emergencies, school fees, and basic necessities, and purchase of farm inputs, and, lastly, home improvements or building of new houses. At the program level, the expected outputs are increased capacity in HPI staff to do training, extension services, evaluations, and planning. Also, training materials and information sharing will be a significant output.

2. *Provide a comparison of actual accomplishments with those originally proposed for the period for the report. Include gender accomplishments. State the reasons for any variance.*

A table showing targets for the three years of the grant and accomplishments is found on the following pages.

Targets	Accomplishments
1. Startup workshop with all pertinent staff at HPI headquarters	Completed, October, 1994
2. Training program assessment and evaluations in each country	Completed - January, 1995 in Uganda and March, 1995 in Bolivia
3. Hire training coordinators in each country	Bolivia - February, '95 and Uganda - March, '95.
4. Collect and copy training videos on animal health and production.	Completed - 86 training films collected and put onto 16 video tapes, on all areas of animal production and health. Made available to HPI field reps worldwide.
5. Literature search of participatory training materials	Completed - Over 50 training manuals and written materials collected, reviewed, and written up into an annotated bibliography
6. Detailed Implementation Plan	Plan Completed - May, 1995

7. Plan for materials development	Priorities were decided. 1) A book on HPI's Cornerstones Model, 2) A Participatory Training Manual for Agricultural Workers, 3) Gender training manual, and 4) Participator tools at the farmer level, (in each country)
8. Carry out training events with project participants (male and female farmers)	Multiple trainings held in each country, (information on training in Uganda and Bolivi in years one and two was included in the first two annual reports to PVC, and are summarize in the Country Activities section of this report.
9. Publish the EXChange Newsletter quarterly.	The mailing list 930 at present, mostly development workers in over 100 countries.
10. Technical Information Service (TIS) responds to requests from the field.	An average of 1,900 technical information orders filled each year, and an average of 850 books and manuals sold or donated each year.
11. Articulate the "HPI Model" for holistic planning and management.	"The Cornerstones Model: Values-based Planning and Management", was published in Oct. 1996.
12. Program Directors administrative visits each year from headquarters.	Accomplished. This is covered by HPI matching funds.
13. Strengthening activities with partner NGOs in Uganda	Projects carried out with 19 local partner organizations. Training and on-site follow-up of 18 workshops for extensionists, managers, and leaders. See list in report.
13. Strengthen farmers' organizations in Bolivia	HPI/B, worked with 4 membership associatio training in planning, management, accounting, visioning, and self-evaluation.
14. Livestock development projects benefit directly 1,900 families in Bolivia and Uganda	Target exceeded by more than double the goal. Total families directly benefited from livestock was 4,170, (2,520 in Bolivia and. 1,650 in Uganda, not including over 1,500 families getting pountry in "mini" projects in Bolivia)
15. Implementation of the Cornerstones Model for Country Program Reviews (evaluations)	Used in Country Program Reviews in Ecuador Guatemala, China, India, Uganda, Bolivia, Mexico, Peru, Honduras, Thailand, Tanzania, Zimbabwe, Philippines, and for assessments in South Africa, and the USA field projects.
16. Gender Analysis Workshops	One in Arkansas in April, 1996 for 28 field an headquarters staff. Feb., 1997 - Gender Analysis and Planning. Livestock Projects workshop for E. Africa, held in Uganda.

17. Evaluation of the WiLD program	November, 1996. Resulted in change in name and focus from Women in Livestock Development to HPI Gender Program, and redirecting focus to project level (as contrasted to fund raising and policy)
18. Gender Analysis Manual	Printed and distributed, July, 1997
19. Participatory Evaluation workshops for HPI and partner staff.	Bolivia, March, 1996 and Uganda, April, 1996
20. Country Program Reviews and project self-evaluations	Carried out in both countries following the training in 1996.
21. Final External Evaluation	July/August, 1996 at Little Rock, Bolivia and Uganda. Report submitted.
22. Follow-up of evaluation recommendations	See Appendices 5 & 6.
23. Book on Participatory Training - "Learning Together: The Agricultural Worker's Participatory Sourcebook"	Writing and editing completed. Final design & layout being done. Reviewed by more than a dozen HPI and World Concern/CVM professionals worldwide. Testing of many of the methods in TOT (training of trainers) workshops in Bolivia, Ecuador, and Seattle.
24. Regional Training of Trainers Workshop in Latin America	June, 1997 in Quito, Ecuador for 20 HPI staff and partner organization staff from several countries plus headquarters.
23. Training in the Cornerstones Model	Used for training and orientation sessions for fund raising and education volunteers, headquarters staff, and field programs. New grant proposal to PVC based on this continuing challenge.
25. Training materials and approaches developed and tested in Uganda and Bolivia.	Uganda - writer's workshops followed by staff work on materials to produce farmer level materials. Training in participatory methodology given 25 extensionists. Bolivia - two "Train of Trainers" workshops, plus extensive testing of techniques and methods that were incorporated in the training sourcebook.
26. Trainings for HPI staff, partner extensionists, and farmer groups.	Numerous trainings in both countries, to upgrade skills of HPI staff in participatory methods, evaluation, agro-forestry, and livestock management. In Bolivia over 190 trainings of one or two days given at the farmer group level. Uganda almost 10,000 person/training days.

III. Monitoring and Evaluation

1. Describe and discuss PVO refinements, changes, and additions to the following monitoring and evaluation information from that originally presented in the PVOs proposal:

(A) Baseline Data

HPI receives reports on each project holder semi-annually. The basic data from these reports includes both quantitative and qualitative information. Included in the baseline data are the number of direct beneficiaries of livestock (by species), aggregated by sex, the number of pass-on animals, number of persons trained and number of training days. Extension staff do frequent on-site visits to monitor other aspects such as production, animal health, group and organization progress and problems, as well as the application of farming management practices, such as planting of leguminous trees, ally cropping, pastures, etc. See Appendix 2 for a summary of worldwide statistics compiled for 1996, which show the kind of data collected by HPI's reporting system.

(B) Targets

Targeted outputs have not changed significantly over the grant period and have been substantially accomplished, as reported above.

(C) Critical indicators of effectiveness

Evaluation training workshops in both Uganda and Bolivia included work on indicators. Several critical indicators looked at were: participation of women, training methodology, and application (use) of what is learned in the training. This work was very helpful to the staff and project extensionists.

HPI has developed a list of indicators for each of its twelve cornerstones. These are shown on Appendix 15. Some performance measures used by HPI in monitoring include:

- Number of families directly benefiting
- Pass-on ratio (number of payback animals as a percent of contracts signed)
- Use of technology taught in training sessions on the farm
- Person days of training disaggregated by sex
- Degree of sustainability of project organizations

(D) Benchmarks of project progress

A Detailed Implementation Plan (DIP), together with above listed specific objectives constitutes the essential benchmarks of the project. Appendix 3.

(E) Monitoring Plan

The Director of Training monitored the overall cooperative agreement program, reporting to the Director of International Programs. He coordinated with the Program Directors for Africa and Latin America. The Program Assistants in Little Rock are responsible to monitor financial reporting from the two country programs. Authority and responsibility for daily management and monitoring of the programs in each country lies with the country directors.

Annual reports from the field, giving specific information and data on each project and training, as well as overall assessment and comments were submitted on time with detailed information. Also, the Director of Training did field assessments in both country programs during the first year of the grant.

(F) Evaluation Plan

Self-evaluations were conducted of the training programs in each country during the first part of 1995. Staff and colleague agency personnel in each country participated in these reviews, and helped to develop the conclusions and recommendations. The Director of Training conducted a training session in Bolivia in January, 1995 to train staff and partner organizations in participatory evaluation. Country Program Reviews were carried out also in each country using HPI's normal evaluation system for each. This entails training staff and partners to design and implement their own evaluations with the help of local consultants.

A scope of work (SOW) for the external evaluation was prepared and shared with AID in the first quarter of the 1996 which AID/PVC and HPI agreed on, including the make up of the team, and other issues related to the external evaluation.

The external evaluation was carried out by a team headed by USAID contracted consultants, Jacob Pfohl and Jane Yudelman, in July/August, 1996. Director of Training, Jerry Aaker plus a locally contracted consultant in each country, filled out the team. The Executive Summary of that evaluation report is included as Attachment 4.

Summaries of follow-up actions taken by each country program are attached as Appendices 5 and 6. A review of how HPI's Evaluation system has operated and achievements during the grant period is attached as Appendix 7.

IV. Review and Analysis of Project Results by Country.

UGANDA - Background

HPI began work with small farmers in Uganda in 1982. The first animals were distributed in 1983. Since then, HPI Uganda has expanded its program across many districts of the country and has become involved with several indigenous sponsoring organizations. The benefits to project partners include improved nutrition, education in management of livestock and farms, income from milk sales, sale of bulls and heifers, enhancement of community spirit and improved environment. Most of the projects use improved dairy cows as the principle input, though one dairy goat project was started in 1990 as well as one poultry project. In a previous grant from AID (1989-92), it was reported that 766 new families had been assisted through animals and training (60% headed by women)

INTRODUCTION:

The following is an accumulative summary report for the 3 - year USAID grant which became operational on 19th Aug. 1994. This grant was conceived with the following objectives:

1. To assist 1000 farm families to greater self reliance through projects using livestock and training.
2. To improve the capacity of 14 local NGO's to work effectively with livestock development projects, by training extensionists and project leaders.
3. Improve HPI country staff capacity to facilitate training, planning, monitoring and evaluation with partner organizations.
4. Develop and publish training materials, including field manuals, handouts, and videos in order to be more effective in work with grassroots farmer organizations, NGOs and government extension staff.

The main thrust of this cooperative agreement was to strengthen HPI's overall training capacity.

In order to achieve the above objectives, an implementation schedule was designed for the 3 years as a guideline This report is the third during the Grant period. Two annual progress reports have already been submitted, the first one covering the period 1st Sept. '94 - 31st Aug. 95 and the second one, 1st Sept. '96 - 31st Aug. 96.

During this grant period, a Mid-term evaluation exercise was carried out from 10th - 13th March 1996 and was followed later by a final external evaluation from 9th - 21st July 96. In July 97, a review of the final evaluation recommendations was also conducted. A report is attached (Appendix 6).

A listing of training given in the Uganda program for the grant period follows.

(A) The Specific Outputs Achieved (RESULTS)

Number and type of training activities.

HPI staff

- Dr. B. Muyeya, Country Director and Dr. M. Makuru (TESC) attended the Training AID Grant start up workshop at HPI Head quarters in October, '94.
- J. Kurubeija (HPI Secretary) did a course in Office Administration from 4th - 31st December, '96 in Kampala. She also attended the HPI support staff workshop at HPI Headquarters from 23/2/97 - 14/3/97.
- A. Beinempaka (Training Coordinator) attended the writers' and also cornerstone Model Workshops at HPI H/quarters from 11/4/96 - 2/5/97.
- Sam Naswali (formally Administrative Assistant) also attended support staff workshop at HPI H/quarters from 24/4/97-16/5/97.

Partner Organizations.

Several workshops have been organized for HPI staff, Field extensionists, project leaders, farmers and collaborators. Proceedings/reports for all these workshops have also been produced. (Note: SAC = Send a Cow, a partner NGO from England that HPI works with in Uganda)

- HPI/SAC Extension staff Training Workshop. This was held on 12th - 15th January, 1995 and was attended by 26 participants (24 males and 2 females).
- Training needs assessment workshop held on 24th January 95 for 25 extensionists and HPI staff (23 males and 2 females). It was also attended by Jim DeVries and facilitated by Jerry Aaker from HPI Headquarters.
- Leadership skills and project sustainability workshop. Held on 28/4/95 and was attended by 32 project holders, extensionists and HPI staff. Dan Gudahl from HPI H/quarters also attended.
- Leadership skills and project sustainability workshop. This was a follow up training workshop for project holders, project leaders, extensionists and HPI staff. 50 participants (32 males, 18 females attended. Held 22nd - 26th May 1995.
- Communication for participatory development Workshop. This 4 - day workshop was attended by 25 HPI/SAC office and extension staff (23 males and 2 females) and was held from 12th - 17th June 95).
- Model farmers Training Workshop on sustainable agriculture. Held from 15th - 22nd September 95. A total of 45 active farmers from Central Region and their extensionists attended (24 males + 21 females)

- Artificial Insemination (AI) training workshop. This was a 2- week course that took place from 22nd March - 4th April '96, and was jointly organized with Makerere University. Five extensionists (males) attended.
- Participatory Monitoring and Evaluation Workshop. Held from 11th - 13th April '96 for HPI/SAC Office staff, project holders and leaders and extensionists (16 males and 5 females). Jennifer for HPI H/quarters facilitated it.
- Motorcycle Maintenance Workshop. The one day workshop was held on 14/3/96 for 26 HPI/SAC extensionists (23 males and 3 females).
- Co-ordination workshop for veteran integration program. This took place from 9th - 12th Sept. 96 and was attended by 29 participants (17 males and 12 females). These included HPI staff, extensionists and officials from Uganda Veteran Assistance Board.
- Writers' Workshop. This 4 - day workshop was held on 28th October- 2nd Nov. 96 and was attended by 20 participants (18 and 2 females). These included HPI staff, extensionists, collaborators and fine artists.
- Training materials pretesting workshop. Held on 9/1/97 and was attended by 14 extensionists, five artists and HPI staff (12 males and 2 females).
- AI Training workshop. This was a one-day training workshop held on 1/2/1997 for HPI/SAC and was attended by 23 extensionists (21 males and 2 females)
- Regional Gender Analysis and Planning Workshop. This was held from 10th - 14th Feb. 97 and was attended by 34 participants (18 males and 16 females) drawn from HPI (U) office, HPI -Kenya, HPI - Tanzania and HPI Headquarters. Participants also came from the collaborating NGOs and institutions.
- Project Extension Service Sustainability Workshop. This took place from 10th - 13th June 97 and was attended by 25 participants (17 males and 8 females). These included HPI staff, project holders, extensionists and selected active farmers from different projects.
- Training of Trainers (TOT) Workshop in Gender Planning. This was the last training workshop organized under this grant. It took place from 10th - 16th Aug. '97 and was attended by 23 participants (15 males and 8 females) who included HPI staff, field extensionists and representatives from collaborating agencies.

Farmer Training sessions

These were organized and conducted at grassroots level, facilitated by the respective project extensionists. Occasionally, facilitators were invited from HPI office and collaborator organizations. In some instances, active farmers were also called upon to facilitate some sessions.

The summary of these training sessions is shown on Table 2 disaggregated by sex shows that a total of 9,963 person days of training was given in 13 projects in Uganda.

Table 2
Days of Training Provided

Uganda

1st September 1994 - 30th June, 1997.

Project	To Men (person days)	To Women (person days)	Total person days
1. UCS		1211	2099
2. COU - Wamala	301	200	501
3. COU-Kigezi Diocese	544	398	942
4. Bunyoro-Kitara Dioc.	309	484	793
5. Kiyenje Coop. Soc. H.P	430	345	775
6. Rukungiri Women's HP	168	509	677
7. Kakoro Livestock Project	60	65	125
8. Bugusege Livestock	1014	1087	2101
9. YWCA Mbale	586	799	1385
10. Kirinya Women HP	78	843	921
11. Kisingaa Women D.Goat	73	469	542
12. South Rwenzori Diocese	11	38	49
13. Luwero Diocese	289	149	438

N.B - Although the data shows the formal training, informed training also ran concurrently in the projects -

-Formal training, each session took one day , at an agreed venue within the project.

-There was more grassroots training in the 3rd year of the grant partly as a result of more better trained people and availability and more training materials.

MATERIALS/TOOLS/METHODS DEVELOPED.

Uganda

(A) One of the major recommendations of the final evaluation team of July 1996 was that HPI (U) should expand the variety of interactive training exercises, placing more emphasis on tools to be used with illiterate farmers. Since then, a number of flip charts/discussion starters and their corresponding users' guides have been developed, produced and laminated, on the following topics:

- Time Management/The Routine of a Zero grazer
- Exotic dairy goat management
- Compost making and application
- Woodlot and fodder establishment and management.

These were developed through two writers' workshops and pretested. So far, they have been distributed to HPI (U) projects. Other interested organizations have also acquired some for their training.

(B) A number of technical booklets and flyers which were at different stages of preparation by the time of final AID Grant evaluation have also been completed and are now in use by the project extensionists, farmers and other organizations. These comprise of several topics that were requested by the farmers and extensionists during the needs analysis exercise.

- Selected topics on dairy cow management
- Some aspects on the dairy goat management
- Selected topics on environmental management and sustainable agriculture in zero grazing farming system.
- Introduction to family planning

Three of these were produced in English and the fourth produced in English and a local language. Our future plans include translating these materials into the local languages so as to make them more useful to our beneficiaries.

(C) An effort has also been made to document the HPI (U) participatory training approach. This has been necessitated by the increased interest by individuals, institutions and NGO's in the HPI (U) training methodology and implementation of activities on the ground.

The initial draft is expected by the end of September, '97 and the final document by June, 98, funds permitting,

EFFECT ON THE TARGET GROUPS DISAGGREGATED BY GENDER.

Uganda

On the whole, there are more women involved in the project activities than men. The ratio is about 1:2.

(A) For families: (Men & Women)

1. Through linkage with appropriate resource institutions e.g. the Ministry of Agriculture Animal Industry and Fisheries, Family Planning Association of Uganda etc., Some projects have been able to carry out training in family planning and nutrition and this has helped to address some of the serious issues of family size, health care and malnutrition. Again here, more women than men have benefited from this collaboration.
2. There has been increased capacity building among the illiterate farmers through the use of the appropriate training materials recently developed. This has in turn increased their confidence and participation in training sessions and hands - on activities. Some of these farmers can now take up facilitation in some of the grassroots training sessions.
3. As a result of the three gender training workshops held for HPI staff, extensionists and collaborators and the follow on strategy used, there is more gender awareness and harmony within families, communities and projects. This is likely to lead to better division of labor, balanced decision making and equitable sharing of resources and benefits. This will benefit women more since they have hitherto been disadvantaged.

(B) For farmer organizations (men and women) with increased training and supervision, projects have continued to grow in size and strength. Three projects, namely Church of Uganda Kigezi Diocese, Bunyoro Kitara Diocese and Wamala Kageye Coop-Society have become independent from their intermediary project holder, PDR and now link with HPI (U) directly.

(C) For partner organizations

Several collaborating agencies have participated in various training workshops, i.e. Gender. More important has been their participation and input in writers' workshops where several training materials have been developed. There have also procured some of the materials to train their own farmers.

(D) For HPI office

HPI (U) has been able to successfully prepare for an external final evaluation of the AID training grant, July 1996. HPU has also put in place a strategic plan that has now been approved at headquarters and is operational.

PROBLEMS ENCOUNTERED AND HOW THEY WERE ADDRESSED.

Uganda

1. Due to the outbreak of Mad Cow Disease (BSE) in Europe, the Uganda Government imposed a ban on importation of livestock and their products from any country. Arrangements were therefore made by HPU to solicit alternative sources of funds e.g. USAID to purchase cows within the country.
2. Associated with the above problem, there is lack of good cattle with high milk production. Serious efforts however have been made to look for good crosses from progressive farms who have had high quality breeding stock.
3. The problem of male dominated extension staff still remains. However, as we continue to build the capacity of active farmers as trainers/facilitators, more female farmers are coming up.

IMPACT ON:-

Local Institutions:

Some of our Projects, in an effort to look for alternative sources of funding and later be sustaining, have linked up with other possible donors such as EDF, UNDP- Africa 2000 Network.

(E) UNINTENDED EFFECTS

- As a result of the income generated from the sale of cows and their products, some farmers have now diversified their activities to include piggyery, rabbitry, poultry, biogas.
- A new pest control technology has also been developed. A locally processed pesticide from cow urine mixed with ashes, pepper and fermented for 2 weeks has proved to be popular for controlling pests such as banana weevils and cabbage aphids. This is environmental friendly and is preferred to the industrial chemical pesticides.

OTHER ACTIVITIES AND ACHIEVEMENTS:

1. Four impact assessment studies were carried out by hired consultants in 4 projects, namely, Kiyenje Coop. H.P, Uganda Catholic Livestock Project, Wamala Kageye Coop Society and Kirinya women's heifer project during the period.
2. Two HPI study tour groups were hosted this year. The first one (14 people) was led by Jim de Vries from 16th - 22nd Feb 97 and toured three projects. They also presided over the ceremony of handing over the Golden Talent Award 96 to one of our farmers, Mr. Boniface Sebabeya of Wamala Kageye Co. Society.

3. The second group of 14 people arrived in Uganda on 22nd June and left on 30th June. This was led by Cindy Walla. This study work group constructed a house for one beneficiary in Kasolo Livestock and Housing project where Habitat for Humanity International works jointly with HPI.
4. HPI (U) received a double cabin pick up donated by Bothar Ireland to facilitate the training and extension services. An Irish filming team filmed a documentary film about HPI activities in Uganda,
5. As part of capacity building, HPI (U) has facilitated the training of 2 technicians in biogas construction, an activity they will carry out in the various projects. This is because of the increased demand for biogas facility as one way of conserving the environment by reducing the demand on the vegetation for firewood and charcoal.
6. HPI (U) also successfully coordinated three important events, the midterm evaluation exercise of 10th - 13th March 96 followed by the AID Grant final evaluation of 9th - 21st July 96.
7. A follow on review of the fund evaluation recommendations was also carried out by Jennifer Shunchet on 28th July, 97. (See Appendix 6)

LIVESTOCK DISTRIBUTION DURING THE 3- YEAR PERIOD

Although there has been no importation of animals into the country in the last year due to the outbreak of Mad Cow Disease (BSE) in Europe and the resultant ban on importation, the number of animals in the project has continued to rise steadily. This has been possible due to the well established and coordinated pass-on gift mechanism supplemented by occasional local purchases. Table 3 on the following page shows accomplishments compared to original targets.

Comparison of accomplishments with proposed in the USAID Grant.
Uganda

	Proposed	Achieved
No. of families to received animals	1,000	1,649
No. of local project holders	8	19*
No. of farmers trained expressed in person days of training	800	11,348
Women's projects	4	8
% trainees that are women	50%	63.5%
HPI and partner staff training workshops	3	18

* The number of project holders is 19, eventhough the list on Table 2 only shows 13. Six projects, mainly the newer ones, had not yet provided HPU with update information about their training activities by the time of compiling this report.

CONCLUSION

Looking at the objectives of this Grant and our implementation schedule, what was set out to be done has been achieved and in almost all cases, exceeded. (See above tables).

This is mainly in the number of training tools developed and distributed, number of projects supported and the number of families benefiting from the gift of an animal. On the whole, this has been a successful program. However, a few things are yet to be accomplished, funds permitting:

1. Translating some of the technical booklets from English into the major local languages from English into the major local languages.
2. Completing the HPU participatory training approach documentation now in initial draft form
3. Producing the necessary materials for gender training and providing support to the extensionists during the grassroots gender training sessions.

BOLIVIA - Background

HPI's long standing program in Bolivia since 1957 works in all three of the major ecological areas of the country, the *altiplano*, the mountain valleys, and the tropical lowlands. The majority of the projects are in the tropical areas of the Beni, La Paz and the settlement zone north of Santa Cruz, and in the Chapare region of Cochabamba.

In 1983, HPI was instrumental in helping a loose confederation of local livestock project committees that had received assistance from HPI to form a National Federation of Small-scale Cattlemen, (UNAPEGA). This is now one of HPI's partners in Bolivia, along with five other Bolivian NGOs and four grassroots membership farmers' associations, all of the latter located in the tropical lowlands.

With resources from this grant HPI Bolivia worked closely with World Concern/Christian Veterinary Mission (CVM) under an arrangement whereby CVM took responsibility to develop training programs through a team called PROPECO. PROPECO helped the HPI Bolivia staff carry out intensive work at the community level to train locally elected para-technicians.

Training is done at several levels - first, the basic course for the farmers in both sheep and cattle, for men and women, and secondly, more advanced and continuous training for the "*tecnicos*". Thirdly, there is a need to disseminate this participatory methodology with extensionists in the partner NGOs and grassroots farmers associations.

In addition, the participatory methodology that has been used by the veterinarians from CVM was evaluated, further refined, and written up. As a result a very extensive manual, "Learning Together: The Agricultural Worker's Participatory Sourcebook", was written by Dr. Susan Stewart, DVM. This turned out to be a huge challenge, especially since we wanted to have the draft of this book reviewed and improved by many colleagues of HPI and CVM and other programs in this region and globally. The cover of this book, table of contents and introductory information about the sourcebook is shown in Appendix 8.

(A) Specific Outputs

1) Project training: In the four projects with *campesino* Associations (San Julian, Berlin, El Chore, Yucumo), the following workshops were held. Each workshop was 4 to 5 days.

- Basic Courses in cattle health and management 23
- Basic Courses in sheep health and management 20
- Basic Courses in poultry raising 2
- Courses for *tecnicos* 6
- Courses in Planning and Administration 9

- In addition, support was given so that five leaders from the associations could attend two workshops given by another NGO, focusing on Organizational Development and Marketing, respectively. (During 1997)

2) Farmer level training. Community selected *tecnicos* are trained by HPI or PROPECO staff and they in turn give one or two day courses to farmer groups. These courses are also given by HPI extensionists. Subjects include dairy production, animal health and nutrition, small animal topics, forage and tree management, breeding, book keeping, use of manure, marketing and leadership training. Over 190 separate farmer level training events were carried out in the last year in the projects.

3) Institutional Strengthening (for NGOs): Four institutional strengthening workshops were given for partner NGOs, on a) participatory training, b) participatory evaluation, c) strategic planning, d) training of evaluators, and e) evaluation findings follow-up.

4) Development Projects carried out. A summary of all projects supported in Bolivia are found in Appendix 10.

5) Training of "Tecnicos". An intensive program of training and follow-up was provided for the mid-level technicians elected by the communities. Six workshops in total for the three years. These male and female para-technicians are supported by their communities to work in livestock production and are considered valuable resource persons by their communities. They learned the following content areas: deworming, vaccinations, breeding and selection, genetic control, castration, veterinary treatments.

6) HPI staff capacity improvement. The four staff that work for HPI Bolivia, including the Country Director, accountant and two extensionists, increased their involvement in the planning and carrying out of courses by PROPECO, the colleague NGO that was contracted to design and carry out training in the Bolivia program. The whole team also took the week long Training of Trainers (TOT) course given by Dr. Susan Stewart, DVM, in September, 1996.

The team's self-evaluation is that they are now significantly more capable of doing design, execution and follow-up of training events. The Country Director was, in fact, one of the facilitators of the TOT course, "Learning How to Teach" carried out in Ecuador in June, 1997 for HPI regional staff and one invited counterpart from each country where HPI has country programs (seven countries in total).

In addition, the HPI/Bolivia carried out nine (9) workshops on Planning and Administration with UNAPEGA districts (National Association of Small-scale Cattle Producers).

The two field extensionists participated in a course on "Milk and Meat Production with Cattle".

Finally, a process was initiated to develop a pilot training program in Chore (a settlement area in the tropical region north of Santa Cruz). HPI is very much involved

in this colonization area, and we are looking for an efficient and cost effective model for training people in the basic livestock health and management courses. The last two basic courses in this area were facilitated by grassroots animators from San Julian, another colonization area.

6) Training Sourcebook

The development of a major training manual on participatory training for agricultural workers in development programs was undertaken under this grant. The process took the entire three years of the grant period because of the extensive work to systematize many training experiences in Bolivia and other countries. In fact, agricultural trainers from more than 25 countries on five continents were consulted and shared their ideas about what works for them in training adults. The book was designed for any agricultural or livestock worker who is training farmers.

This *Sourcebook*, entitled "Learning Together: The Agricultural Worker's Participatory Sourcebook" was authored by Dr. Susan Stewart, a veterinarian who worked in training programs in Bolivia for over eight years and has done training of trainers in a dozen other countries, as well. Appendix 8 shows the contents of the book and other information about it.

7) Project Self-evaluations. Between February and May, 1996 several of grassroots associations and NGO partners that work with HPI in Bolivia went through a participatory process of training and implementation of self-evaluations. All six of the organizations that participated have completed self-evaluations with the help of a process consultant provided by HPI. The results of these evaluations were contained in the second annual report.

The USAID external evaluation found that...

"The self-evaluations have been found to be extremally valuable by the participating project holders, although the follow-up to these has been inadequate to date."

In response to this finding a follow-up workshop was held with the partner organizations and with the help of a local consultant

8) Country Program Review (Evaluation)

HPI employs a system of evaluation of all country programs in which headquarters evaluation staff and a local consultant work with in-country staff to review all aspects of the country program, including office functions, personnel, program strategy, projects. This evaluation was carried out in February, 1996. HPI/Bolivia staff participated in the evaluation training along with participants from partner organizations. The results of this evaluation were reviewed during the external evaluation and some recommendations were made.

The following are some of the results of actions taken in response to the recommendations and conclusions of this program review.

- The Strategic Plan for Bolivia was modified, clarifying some aspects in relation to Heifer Bolivia's policy regarding partnerships with NGOs. This also resulted in a revised organizational chart for HPI-Bolivia.
- A screening and selection of NGO partners was done, reducing the number and giving more emphasis to training and the working relationship between HPI and the partner based on our Cornerstones.
- One workshop on participatory evaluation was carried out with the partners who were not in the first workshop, plus another follow-up workshop. This helped to reveal that the monitoring and evaluation parts of the new Cornerstones Model still needs much work and follow-up.
- A change of strategy regarding work with the farmers' associations, giving priority to the vision of selected communities within the associations who show the most promise.
- The selection of 16 communities within the associations who will be given priority as pilot projects in the next several years.
- Input was given for the next matching grant proposal based on the experiences of the first "training grant", so that the goals and objectives for the next phase should be clearer.

(B) Effect on Target Groups disaggregated by gender.

In general, in the associations of small-scale farmers, the livestock projects work with both men and women. Both participate in the training courses on management and animal health, and both care for and manage the animals. The evaluation showed that both men and women participate equally in decisions regarding sale of animal products. Also, the women are the ones who make decisions about the sale of sheep and the use of their byproducts.. Men and women are involved in the local committees and coops, founded by the associations. They have been trained in organization and management of groups by PROPECO, which put emphasis on the needs of women and gave them ample opportunity for expression of their opinions.

Of the total number of participants in all training events with the farmers' associations 41% were women. In the participatory evaluation the role and participation of women was an important focus area. It was found that the majority of women participate with their husbands in the planning of agriculture and animal raising activities. Women's participation in training courses has resulted in better production and management of livestock resources and agroforestry systems. On the organizational level, the influence of women on community organizations is noticeable after they have attended training. Many of the women are active in their organizations' meetings, making the groups stronger and more likely to take on other development activities.

Most of the projects that are formed only with women, essentially the sheep projects, showed strong and stable group organization and continuity of work together.

Forty percent of all para-technicians are women, leading to a rise in the number of women leaders in the communities. More than 40% of the workshop participants (in basic courses) are women. In the majority of the projects visited during the field evaluations, the animals were cared for and raised by both men and women, and the animals are in excellent shape and reproductive indicators were good, pointing to good preventative health care and nutrition. Pass-on rates are very favorable in most projects, allowing for growth in the number of beneficiaries year after year.

(C) Problems Encountered

- Lack of an overall strategy for the organizations to become self-sustaining, though the project participants themselves are sustainable in their livestock enterprises
- Many men and women participants still do not fully understand or appreciate the potential role of their community organizations
- The tendency of beneficiaries to drop out of their grassroots organization once they fulfill their pass-on contract.

(D) Impact on local institutions, local policy, and people outside the project.

In the settlement areas of Berlin, two large farmers' organizations have been joined into one, due in part to the close work and training with the livestock producers association by the program. This joining of two organizations increases self-reliance.

In the distant and isolated area of Yucumo (Beni Department), the NGO, Veterinarians Without Borders, has entered into a program with HPI modeled after the HPI program approach. A local development organization FIDES has decided to implement all their projects using the HPI/PROPECO model of training local promoters, adopting the PROPECO training approach.

Due to the self-evaluation which HPI helped five organizations to do, the organizations are more focused on the need for better planning and monitoring. The participatory methodology was also used with the Methodist Church program. The success of their alpaca project stimulated their integration into a consortium of governmental and non-governmental organizations that promote training and development with llama and alpacas, with support from the InterAmerican Foundation.

Cooperation with other International NGOs was increased. Recently several new joint projects in marketing and credit were approved with collaboration of Lutheran World Relief, HPI, Mennonite Central Committee and USAID.

PROPECO, the training department of FIDES, a local NGO, was financed by World Concern and contracted by HPI to do much training during this last three years. World Concern and HPI have gone through a replanning process to assess the best way to give follow-up to the Community Para-technicians and women's groups.

Bolivia Program

Comparison of accomplishments with those originally proposed.

Proposed - three years	Year 1	Year 2	Year 3	Total
Directly assist 900 families	685	945	890	2,520*
Work with 12 partner organizations	10	10	10	10
Three workshops for NGO partners	0	2	2	4
50% women in training	44%	41%	51%	

*Counting only the beneficiaries in small and large livestock. Besides there were over 1500 families benefiting from the poultry project in Potosi.

V. Management: Review and Analysis of Headquarters/Support Functions.

1. Describe for the reporting period: a. project planning and management activities, b. staff resources (management and technical), c. training (disaggregated by staff and beneficiary and gender), d. logistical support, e. technical assistance, f. project fund-raising and marketing, g. role of the Board of Directors, h. development education.

(a) Project planning and management activities

As per a recommendation of the final evaluation of the last USAID matching grant, a workshop was set up soon after the approval of this cooperative agreement with all key headquarters and field staff. This was for the purpose of reviewing in detail what the agreement calls for, to clarify issues, and start setting up specific action plans for the implementation of the program. This was felt to be lacking in the previous matching grant, leading to delays in start up. The Detailed Implementation Plan was transmitted to PVC/AID some months later. Ongoing coordination of the cooperative agreement is with the Director of Training, who works closely with the Program Directors for Africa and Latin America. Country Directors in Bolivia and Uganda report directly to these Program Directors, though it is understood that the grant coordinator can communicate with the field for information and to make suggestions and questions.

(b) Staff resources

The external evaluation report stated,

.."this grant has, in part, picked up the salaries of the Training Director, the Evaluation Director and Coordinator of Women in Livestock Development. A number of important changes that have enhanced the capacity of HPI have occurred in this grant period under the auspices of the Director of Training. He has coordinated in-house staff orientation and spearheaded a process that requires Program Directors to prepare staff development plans. in addition the Training Director and Evaluation Director have played important roles in enhancing HPI's

capacity to plan, implement and monitor its field programs, as well as in improving HPI's training capacity".

It was not necessary to recruit and hire any new personnel at headquarters, as all staff were already in place, as were the Country Directors in both countries. This has facilitated a smooth transition into the grant program. In both Bolivia and Uganda, excellent local resource people were located and contracted at several points to assist with evaluations, training of trainers, and participatory planning.

Headquarters personnel have visited both countries each year. The Director of Training has visit both countries twice, principally to participate in evaluations and replanning regarding the training component in each country program and to participate as part of the external evaluation team. Also, the Director of the International Program Department, Jim DeVries, went to Uganda in January, 1995 to participate in this process of evaluation and planning. The Program Directors for Latin America and Africa have both visited their respective countries annually; and the Program Assistant for Africa also went to Uganda, to work out reporting and bookkeeping and training plans for the grant with the accountant in that office.

The Women in Livestock Development (WiLD) program has strengthened the gender component in HPI's training program. HPI evaluated the WiLD program during the grant period, and one major result was to change to a broader gender focus. See Appendix 1. HPI continues to build capacity in the training program with gender awareness for livestock extensionists and village promoters around the world.

(c) Training

Training is a very important part of all HPI projects, and is budgeted for and planned as part of every project. In fact, this Matching Grant was known as the "Training Grant" within HPI, as it was a major resource to help in consolidating the Cornerstones Model and training staff and partners in participatory development. HPI spends 6% to 8% of its entire budget on technical training each year. HPI has made a commitment to develop a comprehensive approach to training in the international program (including the USA), and this is reflected in the fact that a full time Director of Training was put on staff in 1993.

The Director of Training gave considerable time to developing and writing up the HPI Cornerstones Model, and this book was printed in 1996. All program staff around the world have received copies, and this manual has now been used in numerous occasions for staff training and orientation. The Cornerstones Model book was translated into and published in Spanish in 1997. This Spanish version has now been distributed to all seven country offices and numerous partner organizations for their eventual use.

The Director of Training conducted a training needs survey of all field staff and compiled the results for sharing with the entire department. This gave guidance to Program Directors and Country Representatives for planning how to upgrade staff competency for the jobs done by field reps and staff.

The Training Director also is invited to help design and provide training sessions to team meetings of Country Directors and headquarters staff on an ongoing basis. One such workshop was a three day event held at the Heifer Ranch for over 40 extensionists from 8 land grant universities in southern states aimed at helping them to use the cornerstones model, especially participatory methods in their work with small farmers throughout this region of the US. Though these activities are not all charged to the grant, they are a part of ongoing efforts to upgrade and strengthen our staff capacity to carry out the complicated job of participatory development work worldwide.

International Program Department staff held two "Think and Talk" workshops a year, on specific topics where we feel the need to improve our competence, and we also do SOS sessions (Set Our Sights), as part of ongoing team building, planning and in-service training for staff.

A very important training supported by the grant was held in Quito, Ecuador, in June, 1997 when 20 HPI country directors and partner organization staff gathered for a regional Training Of Trainers (TOT) workshop. This was facilitated by the Bolivia team who had worked together to develop the participatory methodology used, called "dialogical" training. This was an intensive five day workshop which combines both theory and practice and was considered very effective by all the participants. Follow-up of this workshop is continuing, as each participant made commitments to go back to their country and train others, using what they learned in this workshop.

(d) Logistical Support

Other than planning and coordination for trips to the field, and of the above mentioned workshops, there is not much to report regarding logistical support. The logistical aspects to this program are quite straightforward.

(e) Technical Assistance

There was a limited budget for outside consultants in the grant, and this was used primarily for design work and illustrators for the training materials and publications. We hired one consultant, an expert researcher and experienced development professional, to help with the literature search regarding manuals on participatory development training. We also contracted for expertise in the Training of Trainers workshops held in Latin America, and the NGO workshops in Uganda.

(f) Project fund-raising and marketing

Income from all sources in 1994 was \$8,546,000, and this rose to \$12,459,000 in 1996. In addition, the Heifer International Foundation, which is building an endowment for HPI, has gone over \$20,000,000 by mid-1997.

HPI is now in a strong position with strong leadership from our President and CEO. A highly qualified Chief Financial Officer was recruited from the business world and he is heading a strengthened Finance and Administration Department. The communications staff and direct mail strategies have increased contribution income

by an average of 14% a year over the last three fiscal years, and consistency in the Resource Development and Education Department points to a optimistic future. Income from government sources in 1996 was only 10% of the total, which is well within the self-imposed policy of not receiving more than 25% from government sources. In 1994 and 1995 the per cent received from government sources were 4% and 9% respectively.

Superb fund raising tools have been developed, including world-class promotional videos, including "Legacy for Efrain", which has footage from both Bolivia and Uganda. "The Flame" highlights women in livestock development, and "The Promise" puts focus on children. We encourage anyone who is interested in HPI to see these films, which have won several film awards. In follow up to these, this year another film has been produced aimed at interpretation and fund raising in churches.

Regarding HPI funding for the matching portion of the Bolivia and Uganda programs, it is obvious from the financial report that we are more than matching the amounts called for in the agreement. Strong project support was received from partner groups in England and Ireland for the Uganda program, and HPI constituency has a solid commitment to the program in both countries. For example, for the llama project with Quetchuaymara in Bolivia, HPI appealed to members of the American Llama Association who donated thousands of dollars to that project. HPI has organized several study tours to Uganda, which builds a loyal and motivated constituency and we are organizing a study tour to Bolivia in August, 1998.

(g) Role of the Board of Directors

HPI's Board is interested in progress of the entire HPI program and receives information regarding this cooperative agreement. The Board role is to set policy, and strictly follows the practice of not interfering in program management. The Board set a policy to not become dependent on government funding by receiving no more than 25% of its total funding from US Government sources. The Board of Directors has affirmed the strategy of moving cautiously toward more financial sustainability in the country programs, and eventually forming several autonomous country programs.

(h) Development Education

HPI believes it is our responsibility to inform HPI partners and donors about how to become responsible global citizens. Each year, thousands of churches and schools use HPI educational resources to educate people of all ages about the environment, poverty, sustainable consumption and other world hunger issues.

Hundreds of volunteers and staff make presentations to religious groups, schools and civic organizations. More than 30,000 visitors a year take part in hands-on education at HPI's three Learning and Livestock Centers (Arkansas, California, Massachusetts), where a variety of programs teach concerned people about the root causes of hunger and poverty and the way animals and people can make a difference.

2. Provide a comparison of actual accomplishments with those originally proposed.

Proposed Accomplishments -	Actual Accomplishments
Project planning and management	Start up workshop, 1994; DIP completed, May, 1995; Each year by Program Directors, Evaluation Director, Training Director and WiLD Coordinator
Staff resources	All Headquarters staff on board all three years, one new training coordinator hired in Uganda, a local NGO contracted for training in Bolivia who trained HPI Bolivia staff.
Field Training	Extensive training of extensionists, NGO program staff, HPI incountry staff and farmer groups throughout the period.
Headquarters Training	Orientation for new staff each year; Participatory Training Model, 1995; Gender Analysis training, 1995; Facilitation Skills training, 1997; Diversity Training for staff, 1997
Logistical Support	Coordination by Director of Training for all field travel, external evaluation, and trainings.
Technical support	Consultants hired for design and artwork of the new training publications. Trainers contracted in each country and at Headquarters for specific trainings. Headquarters staff provided technical support to field throughout the grant.
Fund-raising and marketing	HPI match more than met. HPI fund raising is on an upswing, and growing by more than 14% a year for last several years.

Role of the board

Executive staff giving leadership to the development industry, and HPI is increasingly recognized for its approach and model. Board is supportive of strategy to move to country program autonomy in the next years and greater financial sustainability.

Development education

Part of HPI's stated mission, and reflected in publications and programs at several education centers around the country. (Heifer Ranch, etc.)

VI. Financial Report

Project Agreement Date - August 19, 1994								
Final								
Financial Report	Three Year		Reported Previously		Spent This Period		Total Spent to Date	
	Revised Budget							
Line Items	USAID	HPI	USAID	HPI	USAID	HPI	USAID	HPI
HEADQUARTERS								
(1)Salaries	118,000	132,000	126,243	76,191	7,327	1,740	133,570	77,931
(2)Travel	24,000	19,000	20,517	1,254	4,107	0	20,517	1,254
(3)TIS	15,000	30,000	13,820	12,245	368	166	14,188	12,411
(4)Training	19,000	6,000	17,001	963	7,875		24,876	963
(5)Publications	15,000		5,855		2,943	168	8,798	
(6)Training Tools	5,000	5,000	4,006	2,942	0		4,006	2,942
(7)Consultants	15,000		20,116		750		20,866	
(8)Evaluations	32,000	12,000	30,452		-		30,452	
Headquarters Total	243,000	204,000	238,112	93,595	23,370	2,074	257,273	95,501
BOLIVIA								
Field Act Advance			171,026		982		172,008	
Spent at Hq:								
(9)Salaries	100,000	87,000	2,132	2,796		324	2,132	3,120
(10)Travel	21,000	15,000	2,537		-		2,537	
(11a)Project Grants		285,000		197,297		13,500		210,797
(12)Office Expenses	10,000	13,000	-		-			
(13)Training and TA	49,000		-		-			
(14)Publications	7,000		0		1,740		1,740	
Totals	187,000	400,000	175,695	200,093	2,722	13,824	176,677	213,917
UGANDA								
Field Advances					40,392		155,392	235,310
Paid at headqtrs						-		
Evaluations								
(15)Salaries	86,000	187,000	22,115	59,787	926	22	23,041	59,809
(16)Travel	14,000	30,000	5,772		-		5,772	
(17a)Project Grants		268,000		1,101,316	-			1,101,316
(18)Office Expenses	10,000	15,000	-		-			
(19)Training and TA	55,000		-		-			
(20)Publications	20,000		-					
Total Spent	185,000	500,000	143,081	1,396,413	41,318	22	184,205	1,396,435
Sub Totals	615,000	1,104,000	556,888	1,689,799	67,410	15,921	618,155	1,410,734
Indirect @21.89*	135,000	243,000	112,181	314,823	13,521	3,485	125,702	318,308
Grand Totals	750,000	1,347,000	669,069	2,004,617	80,931	19,406	750,000	2,024,023
HPI/AID Combined		2,097,000		2,673,686		100,337		2,774,023
Note: The indirect rate approved by USAID is 21.89%. However, for this final expense report we are claiming only 20.05%, inasmuch as the full rate would have exceeded the total total approved budget of \$750,000.								
10/1/97								

VI. Financial Report

See Appendix 12 for a Financial Profile of Heifer Project International, taken from annual audits, 1993 through June 30, 1997.

2. Compare the proposed budget with actual expenditures, both AID and PVO, for all project years to date, and provide update estimates for remaining project years. Discuss any actual and/or anticipated variance from the proposed budget line items

The grant was expended within the time-frame without the need for an extension of time. HPI exceeded its overall matching commitment by more than \$650,000, while under matching on some of the line items. We were able to spend 48% of the total budget on the two field programs, which is higher than we had originally anticipated, but very much in line with the purpose of this grant. We underspent on publications because we were not able to get the *Sourcebook* to the printer before the end of the grant. HPI will pick up the cost of printing this book from our own resources. Other line items that spent less than budgeted were travel, technical information service, and purchase of training materials. We spent more on consultants and salaries than anticipated in the revised budget.

3. Discuss the status, usual timing and rate of letter-of-credit drawdowns. Provide analysis and explanation of any actual and/or anticipated changes in the rate of drawdown as well as cost overruns or unusually high expenses.

Financial Status Reports and Federal Cash Transaction Reports were filed on time each quarter with the USAID Office of Financial Management. All reimbursements have been received promptly. In addition, two Modifications of the Cooperative Agreement were received from the FAO Branch, Office of Procurement increasing the obligated amount each year for to a total of \$750,000. No cost overruns or unusually high expenses were experienced.

4. Provide a brief discussion of fund-raising plans and activities; main sources, status, and actual or anticipated problems, if any.

Matching funds to meet HPI's obligations to this program plan are supplied from normal fund raising and budgeting within HPI headquarters. The core budgets for the country programs are guaranteed from this source. In addition, fund raising is carried on within each country to augment overall HPI fundraising. As has been noted, the Uganda program benefited greatly from its relationship to several sister organizations in Ireland and England which make shipments of high quality dairy animals to Uganda.

5. Provide a discussion of PVO cost-share; status, any actual or anticipated problems in meeting agreed cost-share, annual and total. Corrective measures planned or taken.

HPI far exceeded its matching goal and requirement for this grant.

VII. Lessons Learned and Long-Term Project Implications

1. *Estimates of project costs and benefits*

HPI has a long term interest in costs and benefits in projects, and particularly that each farmer is given the chance to have a profitable enterprise by participating in the projects. There are some marked differences between projects which use imported, high-yielding dairy cows (Uganda), and other projects in Bolivia and Uganda that use locally purchased cattle, or smaller livestock like goats, sheep, guinea pigs, poultry, or llamas. The high-yielding dairy cattle are a tremendous resource to the small-holder in Uganda, giving the farmers an opportunity to greatly increase their incomes. In fact, it is very common to see families building new houses in the second or third year after receiving the cow. This is because these cattle will produce 15 - 20, and even up to 35 liters of milk a day. Some of the best producing cows in all of Uganda are found with HPI project families. The cost is relatively high per family, but so is the benefit in these cases. On the other hand, with the purchase of less costly livestock in the country, the immediate benefit may not be so high in terms of income.

The Kisinga Dairy Goat Project in Uganda is an interesting case. Though these improved dairy goats were also imported from Ireland and England, the cost is obviously lower than that of cattle. A detailed case study based on a survey (interviews) of the 88 women farmers who participate in this project showed that income is generated from the goats through sale of milk and offspring. Women receiving goats in 1993 earned an average of US\$47.60, and goats received in 1991 had generated an average of \$132 for the farmers. It is possible for the women to generate a net profit from the goats even after one kidding. Of course, we are looking at sale of excess milk and animals. The greater benefit to the families is milk consumption for the families who, in this study, have an average of six children. It was found that each family supports an average of two additional dependents. Also, of the 88 women surveyed, 22 women were single, and thus heading up households and responsible for the children as well as all of the farming work.

2. *Institution building assessment*

Building capacity within the partner organizations in Bolivia and Uganda is one of the main aims of the program. It is to this end that much of the training is carried out with extensionists and managers of the NGOs and membership organizations. For example, in Uganda the HPI team carried out workshops on "Leadership Skills and Project Sustainability" for 45 extensionists and community organization leaders. Areas covered included reporting and record keeping, budgeting and control, project sustainability, and organization. The Bolivia HPI staff did a similar series of workshop with partner farmers' organizations on Planning and Administration. These trainings concentrate on skill building in leadership, facilitation and training for all partner organizations. HPI puts strong emphasis on working patiently but consistently with the *campesino* associations, as the best strategy toward sustainability.

The cooperative agreement is designed to help build HPI's institutional capacity, and this is happening on the global level, as well, as in the two specific country programs where the grant is being applied.

3. Estimate of Sustainability

In both country programs, the aim is help both individual farmer participants and the community associations to which they belong to become self-reliant. This is one of HPI's cornerstones, and is discussed frequently with the project groups and partner organizations. The passing of the gift system is HPI's greatest contribution to the whole discussion about sustainability, and this has been going on for many years. There are numerous examples where local groups and communities continue with this system long after HPI has left the scene.

One notable example on sustainability and continuation of benefit was observed by the Director of Training during the evaluation in Bolivia. About 10 years ago, HPI had made a small shipment of tropical hair sheep to Bolivia, and these animals were placed with several local institutions and farmers. It was encouraging now to see dozens of small flocks of quality hair sheep being cared for by (mostly women) farmers in the resettlement areas of Berlin and San Julian. The "animal capital" has been built up so that the families have a reserve in case of emergencies, and also an yearly benefit from the sheep in terms of occasional sales and meat consumption. With this modest input of animals and training, what was put in place in years past is now a permanent and sustained economic and health resource for those people. And the number of families benefited grew from a handful to over a hundred.

Ideas being implemented in various forms and places in the Uganda and Bolivia programs include,

- farmers, in addition to the pass-on, contribute a bull to the group or project. In case of dairy goats, the arrangement is that after the sale of each kid, 1/3 of the money is handed over to the project for operational and training costs.
- project groups look to sources of funding other than HPI, especially local governmental resources. In Bolivia a new cheese processing and marketing project is underway with additional collaboration from Lutheran World Relief.
- project groups are being encouraged to move toward the formation of cooperatives, giving members a stronger possibility on the economic side, especially the prospects for credit.
- project groups are mobilizing for more membership in savings and credit schemes, or funds are raised through membership and annual fees of the organizations, allowing for the organizations to provide more services such as farm supply shops, and production inputs.
- revolving funds are being activated in projects in the form of micro-credit.

- local fundraising functions involving politicians, institutions and local communities are encouraged.
- continued education and discussion by staff of the issues surrounding financial sustainability.

4. Benefit distribution, 5. Local participation, and 6. Leadership

Information about this has already been covered in section IV, as well as in some of the above questions in this section, and detailed in the appendices. The original logical framework is attached as Appendix 14.

Overall, in the three year period 3,900 families (approximately 23,400 people) were direct beneficiaries of livestock distribution and training - that is these families received one or more animals, the training and participation in management of livestock, technical assistance and extension services, and, in some cases, other inputs such as tree seedlings or inputs from a revolving fund. Over 50% of all of these direct participants are women. In addition, many other farmers attended training events, field days, basic courses, and workshops. Again, between 50 and 60% of these participants were women.

The Bolivia evaluation highlighted the importance of training in both technical and leadership skills areas. The grant is helping HPI to focus on our special niche in training, - participatory training in the technical area of livestock management, which at the same time develops peoples' basic skills in leadership and organizational development.

Participation in sustainable development is the key focus of the whole program, and the training is aimed at helping to increase capacity at several levels; 1) the grassroots farmers, 2) community and group leadership (animators, "*tecnicos*", elected group leaders), 3) partner organization extensionists and trainers, and 4) HPI headquarters and field staff. So far, we are on track and can state unequivocally that this is being accomplished.

7. Innovation and technology transfer

Introduction of zero grazing technology has been an innovation in most areas where HPI has projects in Uganda. This technology package includes care and handling of the animals and milk production. It also covers care and feeding of the cow and calf, establishment of improved pastures which include both grasses and legumes, use of trench or vegetative contours on sloping land to conserve the soil and planting of nitrogen fixing trees for use as firewood, for soil improvement and as a fodder crop. HPI's model of development is well known in Uganda by both official and non-government development programs, and the local USAID mission has both supported the HPI program and used it as a site visit and demonstration of an effective project.

In Bolivia, the technology is adapted to the tropical lowlands or the high plateaus, according to the constraints and needs of each context. Emphasis is put on conservation technologies in all areas, especially planting trees and agroforestry

farming methods. Training for integrated land use and production includes ally cropping, use of nitrogen-fixing trees for soil improvement and fodder, windbreaks, and use of manure. The most innovative part of HPI's program in Bolivia are in the participatory training area, to help farmers in the tropical area do land use planning.

8. Policy Implications

HPI has demonstrated in both countries that giving inputs of livestock, training and appropriate technology to small holders is an effective way to bring about sustainable development. HPI is very concerned with the general reduction of funding for agriculture, and especially for the neglect of and lack of appreciation for the importance of livestock in rural development. We are doing all we can to bring information to government officials and policy makers in this country and internationally, in an effort to help them see this reality. Agriculture needs bio-diversity, including varieties of crops, forages, trees, and animals in order to be really sustainable and profitable. HPI has a strong interest in disseminating information about sustainable development, and does so through distribution and sales of our book, "Livestock for a Small Earth: The Role of Animals in a Just and Sustainable World".

9. Collaboration/networking with other agencies.

Collaboration is an important component of HPI's international program in general, but also of the programs in each of these countries. On a global level, for five years HPI has been a key player in the SANREM-CRSP funded by USAID. The management entity for this CRSP is the University of Georgia, and many other Universities and NGOs are involved in this, and HPI had a number of sub-contracts for work in Philippines, Ecuador and for the Global Evaluation and Monitoring, as well as participation on the technical committee and board of SANREM-CRSP..

In Uganda, HPI works very closely with the Church of Uganda which carries out projects in several of its dioceses. HPI also collaborated very closely during this three years with European-based NGOs, Send A Cow (SAC) of England, and BOTHAR, or Ireland, and shares some staff and offices with SAC. Besides this, HPI and Habitat for Humanity entered into a collaboration in Western Uganda, where HPI will work on the production side with people who Habitat is helping to build houses, thus providing the income necessary for people to pay for their houses. HPI also has close working relationships with all the partner NGOs that implement the HPI projects, as well as several government departments, most notably the Ministry of Cooperatives. The HPI Country Director in Uganda is in continuous contact with USAID's Uganda mission, and has had the confidence of the local mission in the past for using local mission funds in a bio-digester project (now completed).

In Bolivia there is close coordination with Christian Veterinary Mission/World Concern for the training program. Also, the offices of HPI in Santa Cruz are the same building with several other NGOs, such as Mennonite Economic Development Association, World Concern, Lutheran World Relief plus local NGOs. This is by design, to allow for joint programming and close coordination and networking.

Also, in Santa Cruz the collaboration with the British Tropical Mission (a British government agency), continues and is very fruitful. HPI also works closely with the InterAmerican Development Foundation, as that agency channels funds to UNAPEGA, with the assurance of HPI's continuing close follow-up. Similarly, HPI's partners in the Chapare have received assistance from the USAID mission in Bolivia to construct a processing plant for tropical fruit, as a part of the coca substitution effort of the US government. USAID considers HPI's close accompaniment of that situation to be very important.

10. Replication potential of project approach and activities

HPI is putting much emphasis on the development of two products that we expect to have much impact and replication throughout our program and with other NGOs in rural development. The first is HPI's model for holistic planning and management, based on the accountability system that was developed with the help of the last matching grant HPI received from AID. The accountability system, based on twelve cornerstones for just and sustainable development, is used worldwide in HPI's program today. The book, *Livestock for a Small Earth: The Role of Animals in a Just and Sustainable World*, was published in 1994 and describes HPI's approach to development. The "Cornerstones Model: Values-based Planning and Management", published in 1996 describes in detail how we do it.

Secondly, the training manual which was written in Bolivia, after much consultation with program staff, will be an important addition to HPI's resources for field staff, partner NGOs and international colleague agencies. We are not implying that a training methodology and model developed in Bolivia can be transferred as is into a completely different context. However, this is a SOURCEBOOK, containing both theory of adult education and methods to be applied in actual training situations. We anticipate using this in training throughout the world in the next years. We do hope that with cross-fertilization and learning from each other, we will be able apply the same principles to our training approach so as to tailor the materials that will have a broad application in the global program.

VIII. Recommendations

The evaluations conducted in July/August, 1996 resulted in a number of recommendations directed at HPI country offices and the project level. Some of the actions and reactions from field staff to these recommendations are found in the appendices. Each recommendation has been reviewed by staff. Some have been felt to be not feasible to implement after further study and debate, (such as doing a zero-grazing video in Uganda). Most of the recommendations are being worked on in-country.

In addition to these, the following are several others requiring follow-up:

For both Headquarters and Field Offices:

- 1) Formation of cooperative societies or other organizations for marketing should be encouraged and supported in three sub-regions of the world under HPI's newly approved matching grant, which we are calling "The Cornerstones Grant".
- 2) Deepen the discussion in the International Program Department regarding financial self-sustainability of both partner organizations and HPI country programs. Continue to work with the Institute for Development Research in Boston.
- 3) Projects should plan for sustainability from their inception. Project groups can charge an entrance fee, membership or annual subscription fee.
- 4) Implement and complete the impact studies on cost-benefit that are already begun or are in the plans for the next MG.
- 5) Increase staff capability in participatory training and assessment of training programs, in order to give more training in all program areas.
- 6) Given the time and funds expended in evaluations and case studies, effort should be made to structure discussions and learning sessions using these reports/studies.
- 7) Set up an opportunity for a thorough discussion of some of the burning issues being faced by all program staff, such as participatory training and financial sustainability and an organizational gender policy. One opportunity for this would be in October, 1998 when we will hold the next worldwide International Program Team meeting..
- 8) Focus the training in gender analysis at the project planning and implementation level through the HPI gender program.

For HPI Country Offices:

- 1) Carry out a review of the external evaluation recommendations again in one year (i.e. mid-1998).
- 2) The Strategic Plan for Bolivia needs to be finalized and approved at headquarters.
- 3) Finalize and write up the impact studies (case study) in Bolivia and Uganda that have been initiated by mid-1998.
- 4) Continue to work on the issues related to sustainability of development benefits after HPI's withdrawal. As experience unfolds, write up policy guidelines that can be shared and discussed throughout the international program.
- 5) As a part of year end reviews in each office, the HPI teams in Bolivia and Uganda should assess how much ecologically sound practices and environmental issues are being addressed in these programs.
- 6) Explore the feasibility of working in collaborative relationships with other NGOs and governmental agencies to solve the problem of marketing. This may mean developing a pre-proposal for a collaborative and inter-agency project.

Appendix 1

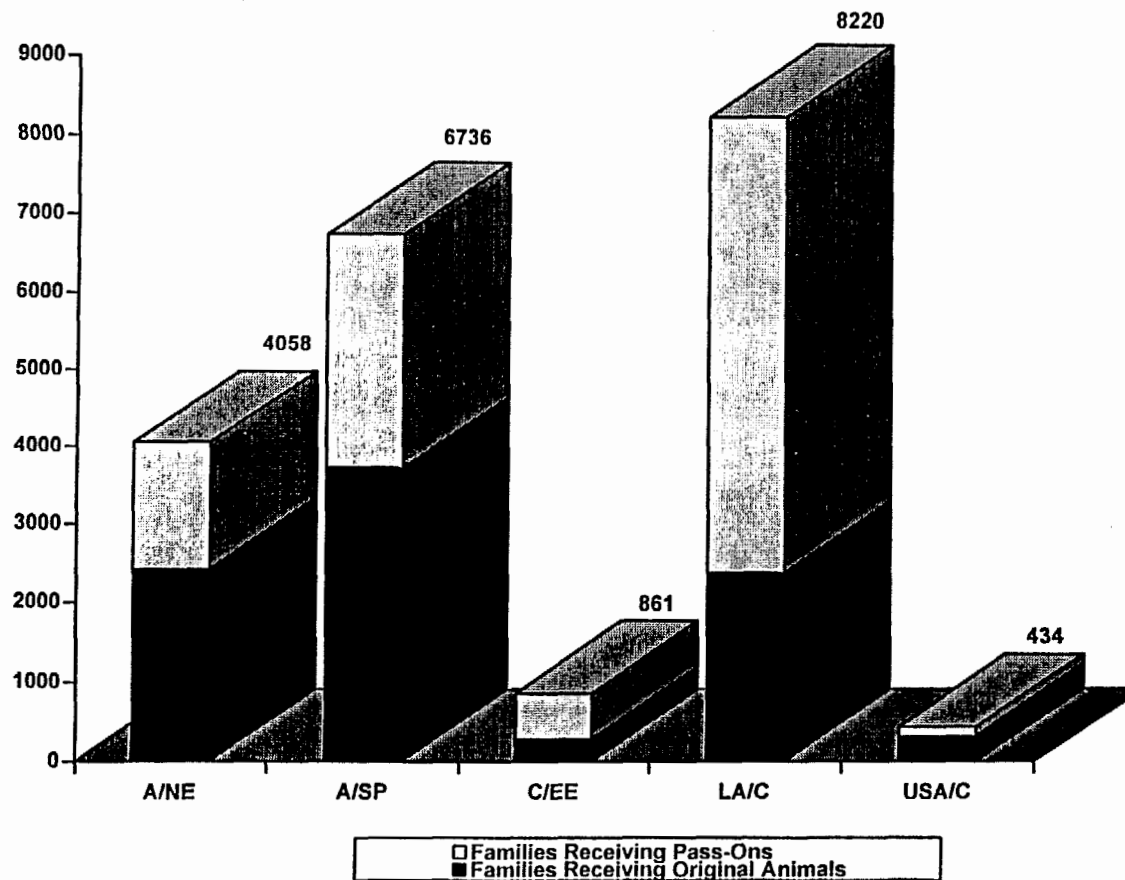
The Women in Livestock Development Program during Matching Grant Period

The period of the Matching Grant IV (1994-1997) was significant for the evolution of HPI's Women in Livestock Development program. An evaluation of the program in 1996 found that the training workshops in the field and at HQ had raised gender awareness among HPI staff, but that the program needed a stronger focus on gender roles of both men and women, rather than working with women alone. In addition, the evaluation recommended that gender training should provide specific tools to staff and partners to initiate gender discussions, now that they were aware of its importance. As a result of the evaluation, the WiLD program is now called HPI's Gender Program. Its mandate is to develop a gender policy for HPI, support training in tools of gender analysis at the field and office level, and ensure integration of gender sensitivity into all facets of HPI's work. Through the next Matching Grant (the Cornerstones Grant), HPI will implement this strategy at HQ, and Indonesia, Bolivia and Zimbabwe.

The WiLD program was extremely active during this period in all program areas, and its effectiveness was enhanced by the Grant. In 1994, the HPI Country Directors discussed gender and the goals of WiLD at the World Wide Rep Meeting. Following this, the WiLD Advisory Board met, and provided strategies to HPI for strengthening women's participation. In 1995, the USA/C team held a WiLD workshop for farmers in Oneonta, New York. WiLD participated in the Fourth UN Conference on Women in Beijing, and sponsored two workshops on women and livestock at the NGO Forum. WiLD also sponsored a workshop on participatory training and gender in Chengdu, China, for the HPI/China staff and project holders, and women from HPI programs in other Asian countries. In 1996, WiLD held a workshop at HQ on including gender in participatory work. Later in the year, HPI/Zimbabwe held a WiLD Workshop called "Field Partnerships with a Gender Perspective," which provided the first open discussion of gender for most of our NGO and government agency partners, and staff from all of the Africa country offices. The Cameroonian staff recreated a similar workshop when they returned home. In 1997, the grant funded a gender workshop in Uganda, which introduced gender concepts for project planning, to participants from Uganda, Kenya and Tanzania. A smaller workshop to identify gender issues was held in Tanzania afterwards. Also in 1997, the Gender Program supported a case study of the differential impacts of livestock projects on men and women in Ecuador. Those results are being used as a training tool for all LA/C programs, because they document the need for taking a gender approach in all projects, whether with women's groups or not. The gender training approach in HPI in the next three years will build on these insights, to ensure that men and women are equitably sharing the workload and the benefits of livestock projects.

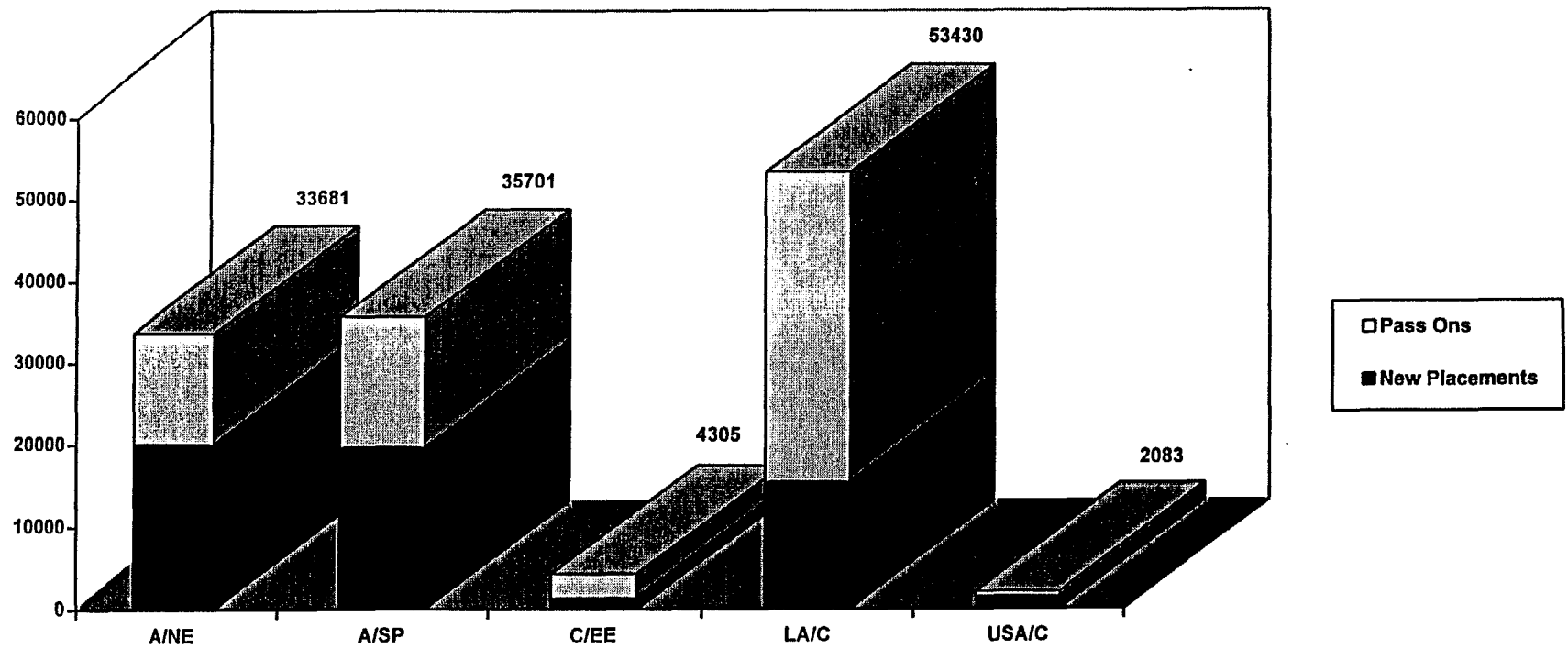
1996 Worldwide Program

Total Number of Families Receiving HPI Livestock

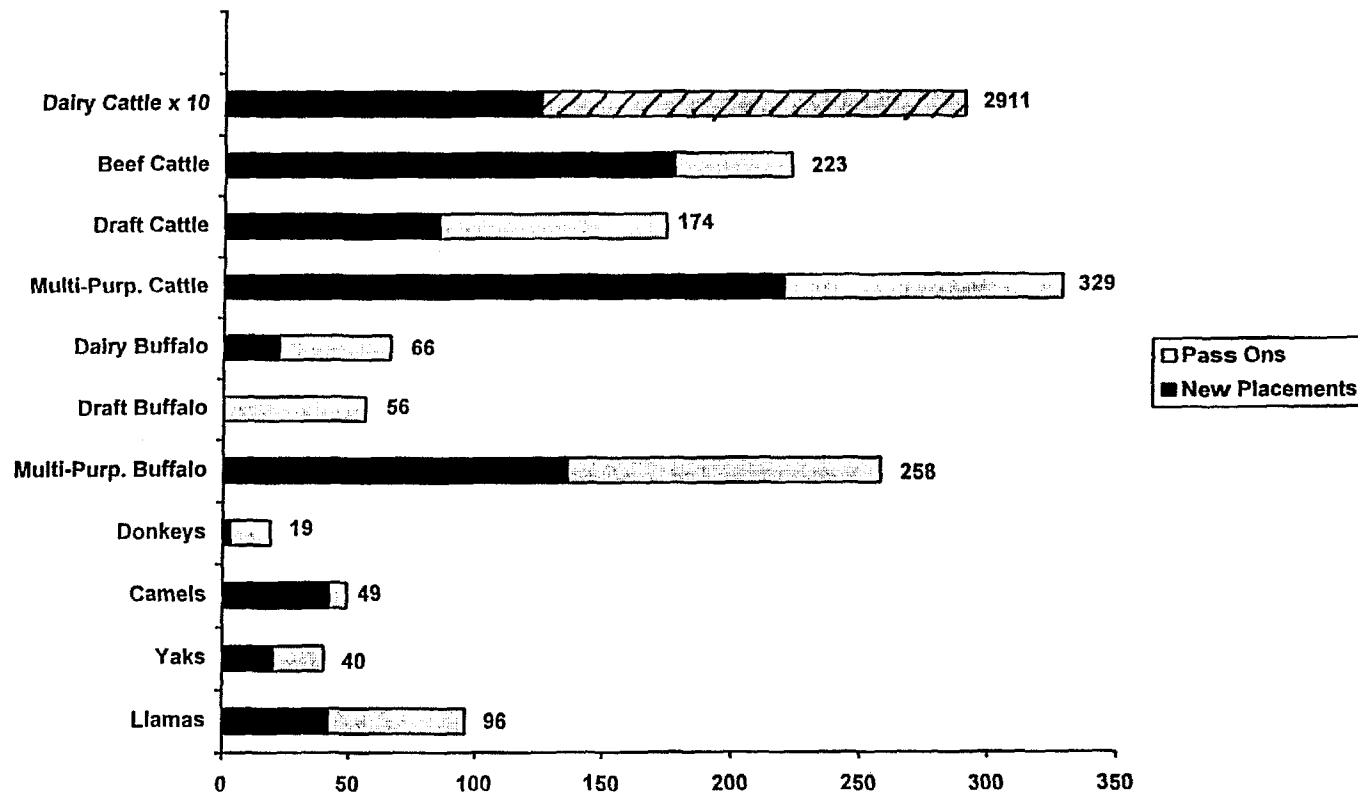


1996 Worldwide Program

Total Number of People Receiving HPI Livestock

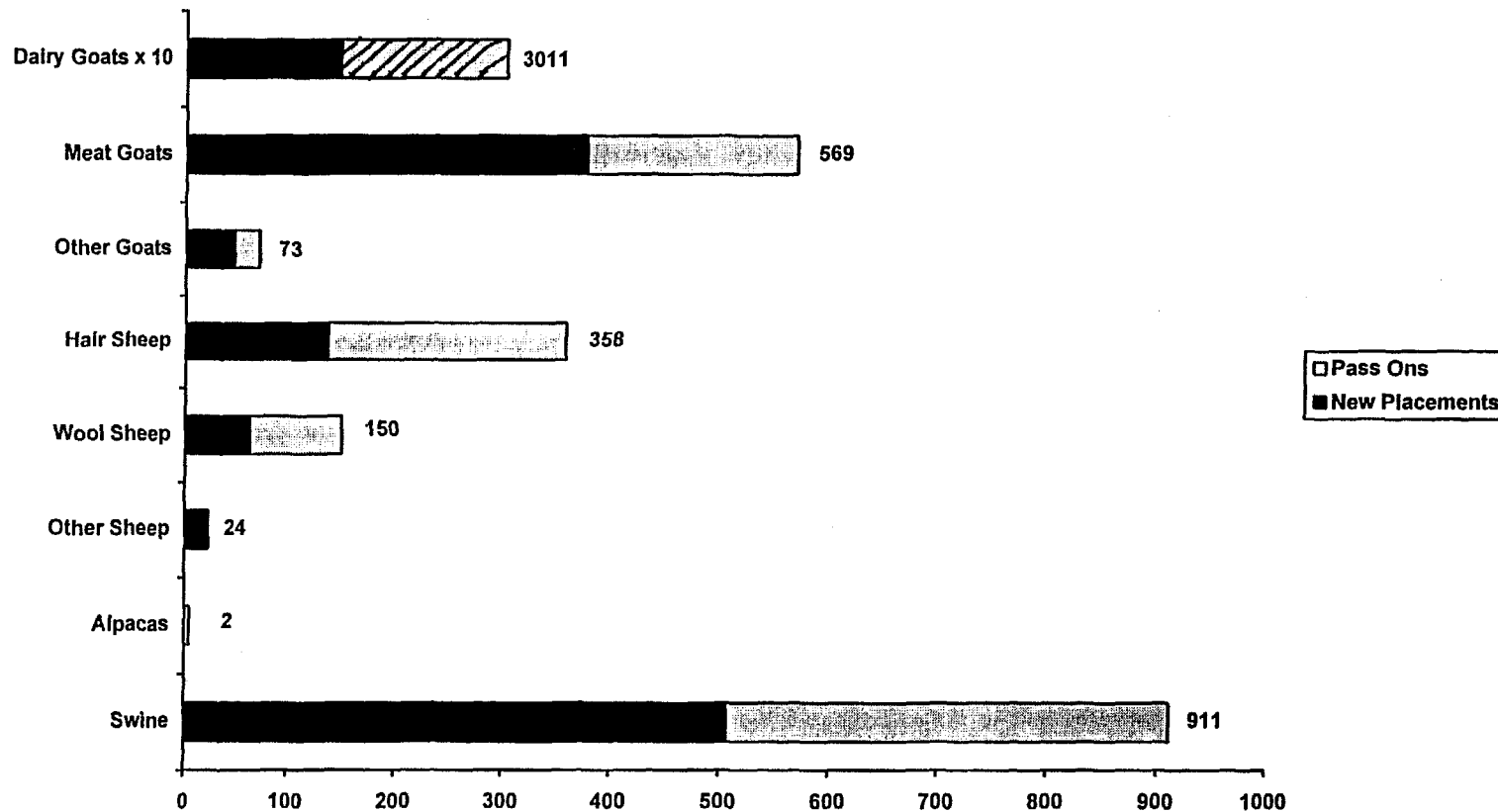


1996 Worldwide Program Animal Distribution by Species: Large Animals



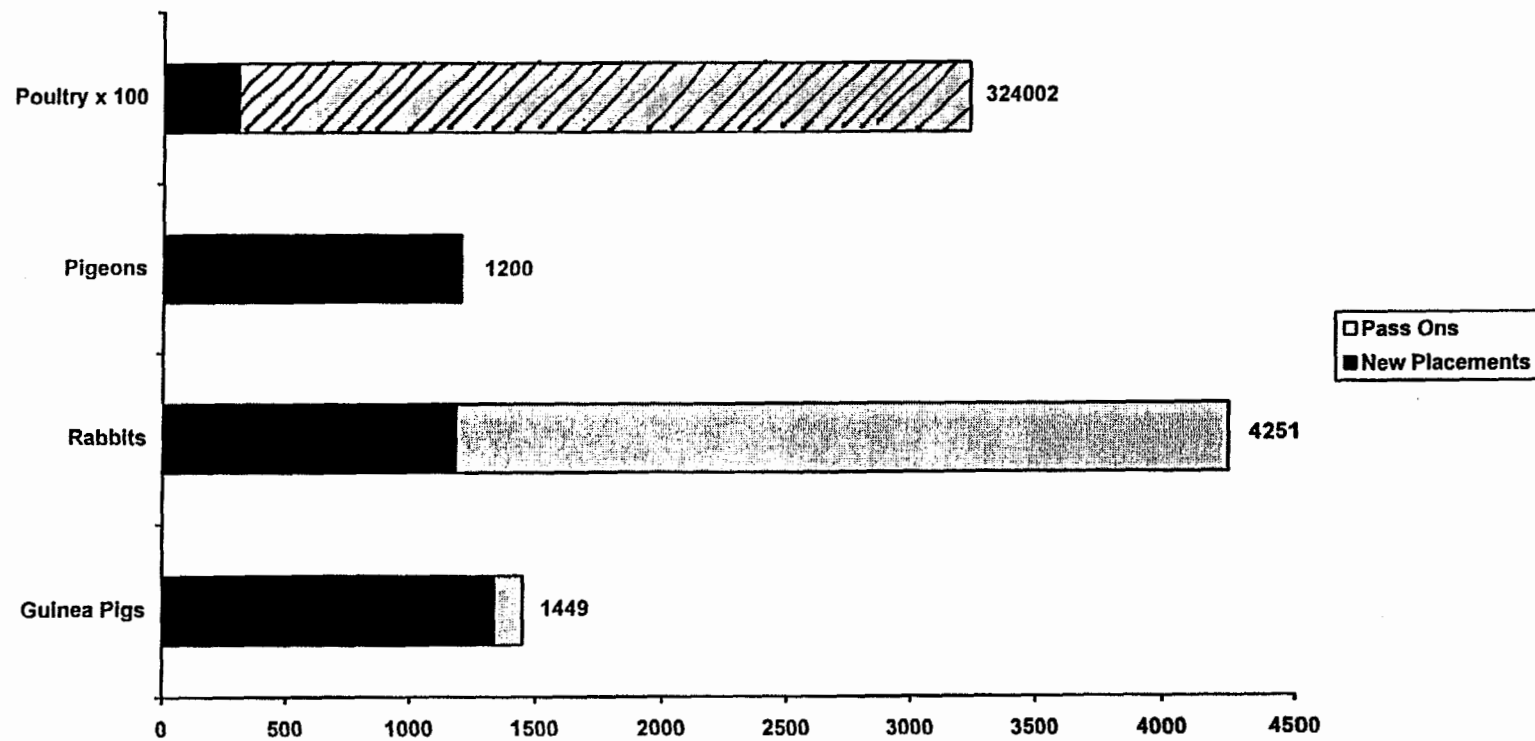
1996 Worldwide Program

Animal Distribution by Species: Medium Animals

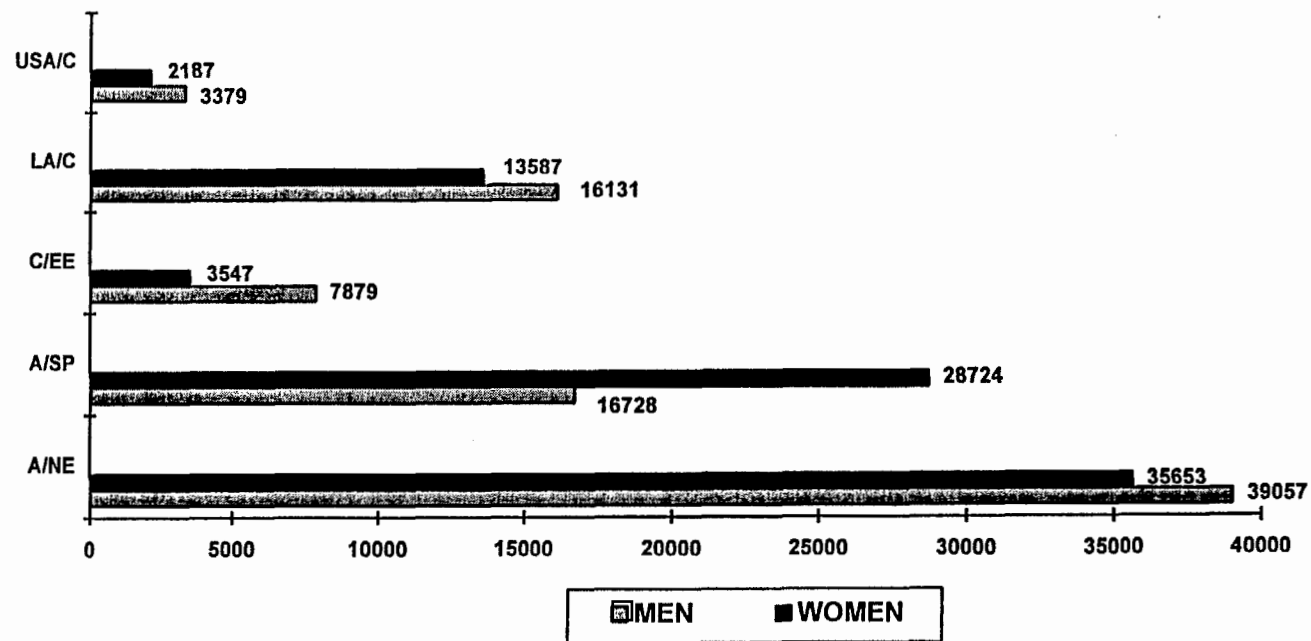


1996 Worldwide Program

Animal Distribution by Species: Small Animals



1996 Worldwide Program Days of Technical Training Provided



APPENDIX 3
Cooperative Agreement No. FAO-015~A-00-4026-00

DETAILED IMPLEMENTATION PLAN
Office of Private and Voluntary Cooperation
Matching Grant Program
Heifer Project International

I. Project Purpose

The purpose of the agreement is to strengthen HPI's capacity to assist partner NGOs and grassroots organizations to promote sustainable development.

II. PROJECT GOALS/OBJECTIVES

Goal: The goal of the program is to enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices.

III. IMPLEMENTATION PLAN SUMMARY

General: HPI Country Offices in Bolivia and Uganda work with local NGOs and community-based organizations to carry out rural development projects. All HPI supported projects use livestock and training as the tools to stimulate group and community development. The objectives of each project vary according to need, but in general it can be said that all projects aim to improve the standard of living for small-scale farm families, first increasing nutritional intake and then generating income from the production and sale of livestock products and other direct benefits of livestock, such as draft power, manure, and fiber.

Most projects in Bolivia are with settlers in the tropical lowlands of Eastern Bolivia as well as some projects in the "alti-planon (high plateau), and are families with very scarce resources. The greatest constraints for small-scale producers is the lack of credit, as well as the high potential for environmental damage to their land using traditional methods and practices.

In Uganda, the farmers, a high percentage of whom are women, are living on and trying to produce livelihoods with very small plots of land (2 to 6 acres), and are at a great disadvantage to do so unless they can farm very intensively. High density of population and the danger of degradation from overgrazing and other unsustainable farming practices are potential constraints. Efficient and effective management systems for small-scale production are needed for Sustainability.

Specifics Objectives

1. Help farm families in Bolivia and Uganda to improve their conditions of living through projects that use livestock, training and sustainable agricultural practices as appropriate to each situation.
2. Develop a resource manual that utilizes the participatory approach for training in technical areas.
3. Increase the capacity of HPI country offices in Bolivia and Uganda to carry out effective training.
4. Increase the capacity HPI partner organizations in these countries to carry out sustainable development projects through training.
5. Increase the capacity of HPI in-country staff and partner organizations in Bolivia and Uganda to do participatory planning and evaluation.
6. Increase the capacity of HPI headquarters and field staff from others countries, especially in the regions (Latin America and East Africa) in areas of training methods, sustainable agriculture, gender concerns, and planning/evaluation.

Country Objectives

Uganda -

1. Assist 1,000 farm families to greater self reliance through projects using livestock and training.
2. Improve the capacity of 14 local NGOs to work effectively with livestock development projects, by training extensionists and project leaders.
3. Improve HPI in-country staff capacity to facilitate training, planning, monitoring and evaluation with partner organizations and farmer groups,.
4. Develop and publish training materials, including field manuals, handouts, and lap charts in order to be more effective in work with grassroots farmer organizations, NGOs and government extension staff.

Bolivia:

1. Assist 900 farm families to increase their capacity to manage their land and livestock in both the tropical and highland areas of Bolivia.
2. Improve the capacity of 12 local NGO and grassroots membership organizations in the skills of participatory training, and other needs as defined by the participants (i.e. gender analysis, evaluation, etc.)
3. Based on past experience, further develop and write a manual on participatory training, with particular attention to application of this methodology to technical training for small-scale livestock producers.
4. Improve the capacity of HPI Bolivia staff and colleagues from Christian Veterinary Mission to facilitate training, planning, monitoring and evaluation.

5. Publish the participatory training manual and test it for applicability and adaptability to other areas where HPI works.

IV. TRAINING COMPONENT

The main thrust of this cooperative agreement is to strengthen HPI's training program. The Director of training coordinates with respective program staff in headquarters and the field to strengthen the overall training capacity of the International Program Department (both in the field and at headquarters). The grant provides resources for staff training, workshops and seminars for partner organizations, materials development and publication, and evaluation of the overall program generally and the training component, specifically.

V. MANAGEMENT

Overall authority and responsibility for the grant rests with the Director of International Programs, James DeVries. The Director of Training, Jerry Aaker, is the coordinator of the grant on an ongoing basis. He works with the respective Program Directors for Africa, Dan Gudahl, and Latin America, Jim Hoey, (at headquarters in Little Rock), and with their Program Assistants for Africa and Latin America, to assure adequate monitoring and communication with the country representatives in Uganda and Bolivia. Program Directors are responsible for program management in their respective regions, including strategic planning, budgeting, programs monitoring, and supervision of country representatives. The IDP (International Program Department) has three professional positions that support the Program Directors. These are the Director of Training, Director of Evaluation, Jennifer Shumaker, and the Coordinator of the Women in Livestock Development (WiLD) program, Beth Miller.

Country Representatives, Bemard Muyeya in Uganda and Roger Hinajosa in Uganda, have responsibility and authority to implement the agreed upon program strategies within the approved budgets for each country. In turn, they have several field staff that work directly with the various project groups. In Uganda and Bolivia, a staff person has been added to each office for purpose of training coordination and development.

VI. MONITORING AND EVALUATION

HPI headquarters formally tracks project activity through semi-annual progress and financial reports from each project. The Country Representatives routinely forward their office financial and progress reports to headquarters. Country representatives follow the progress of each project through correspondence and regular visits.

The Director of Evaluation helps in-country staff to carry out country program evaluations every three or four years. In the case of Bolivia and Uganda, these are scheduled to take place during the course of the grant. In both countries this will coincide with the mid-term evaluation of the matching grant, taking advantage of the availability of an external consultant to help look at many aspects of the program. HPI has developed an evaluation system, which includes training local staff and partners in participatory evaluation, so that evaluation is a reaming process and useful for management and replanning.

The mid-term evaluation is scheduled for May, 1996. This will provide an opportunity for HPI to do an thorough program review in each country. A scope of work will be drafted and shared with PVC for comments and suggestions.

Projects

• Project planning, implementation and monitoring with all partner organizations - ongoing throughout the period (at the beginning of 1995 there were 12 projects being supported in Uganda and 11 in Bolivia)

Training Component

- ◆ Startup workshop with all key headquarters and field staff in Little Rock, Oct. '94
- ◆ Training the trainer workshop, for field reps and headquarters staff, Oct. '94
- ◆ WILD consultation/conference, (gender issues) 'Oct., '94
- ◆ Hire training coordinators in Bolivia and Uganda - Feb./Mar. '95
- ◆ On going field days and short courses in all projects in Bolivia, - continuos
- ◆ Project Holders' workshop on project sustainability - Uganda, April, '95
- ◆ Project Sustainability/Reporting and Leadership workshop - Uganda, May, '95
- ◆ Communication for Participatory Development workshop - Uganda, June, '95
- ◆ Sustainable Agriculture workshops for extension staff, one each year - Uganda
- ◆ Annual Sub-regional Capacity Building workshop for project leaders, - four within Uganda,
- ◆ Participatory Training Methodology workshop, for partner organizations, Bolivia, Sept., '95
- ◆ Participatory Evaluation workshop for partners and HPI staff, Bolivia, Jan. '95
- ◆ Curriculum and Training Materials Development workshop, Uganda, Jan, '96
- ◆ Gender and Participatory Development Workshop, Uganda, Mar. '96
- ◆ Participatory Monitoring and Evaluation workshop, Uganda, April, '96
- ◆ Capacity building Workshops, Bolivia, (agroforestry, gender) One each in '96 & '97,
- ◆ Capacity Building workshop, for NGOs and government extensionist, Uganda, May, '97

Training Materials Development

- ◆ Training Materials Development- Uganda: Flip Charts, posters, short manuals, handouts, Start Jan. '96
- ◆ Collect a large variety livestock training films and transfer to videos
- ◆ Begin writing manual "HPI's Holistic Model for Planning and Management" - Little Rock, March '95
- ◆ Writing manual on "A Participatory Approach to Technical Training. - Bolivia, May, '95
- ◆ Literature search and review of existing materials on participatory training, Feb.-April '95
- ◆ Working group review of manual on participatory training - meet in Arkansas, AP. '96
- ◆ Participatory Training Manual publication, Bolivia, '96
- ◆ Uganda version of participatory training manual, publication, Aug. '96
- ◆ Book on HPI's Holistic Model for Planning and Management, publish, May, '96

Communications and Technical Information Service

- ◆ Exchange Newsletter, published quarterly, Feb., May, Aug., Nov.
- ◆ Technical Information sent out on demand - weekly,
- ◆ Information 8 articles from the program areas received for use in Exchange, periodic

Assessment and Evaluations:

- ◆ Written survey of field reps around the world of training needs., Sept-Nov, '94
- ◆ Assessment of the training program in Uganda, Jan. '95
- ◆ Participatory evaluation of the training program in Bolivia, Mar. '95
- ◆ Mid-term evaluation in Bolivia and Uganda, May/June, '96
- ◆ Final Evaluation, in Bolivia and Uganda, June/July, '97.

Appendix 4

Final Evaluation of Heifer Project International's Integrated Farm Family Development

**Matching Grant IV
(Cooperative Agreement FAO-0158-A-00-4026-00)**

**Prepared for USAID/BHR/PVC by Jacob Pfohl and Jane Yudelman
Undertaken for, and in cooperation with, the staff of Heifer Project
International, USAID/BHR/PVC and AMA Technologies**

September, 1996

EXECUTIVE SUMMARYI

Heifer Project International (HPI) was awarded a three year Matching Grant of US \$750,000 by PVC/USAID in August, 1994. The purpose of this grant has been to: a) strengthen HPI's capacity to assist partner NGOs and grassroots organizations to promote sustainable development in Bolivia and Uganda which will enable small-scale farm families to improve their capacity to feed themselves, care for their land, and profitably integrate livestock into regenerative agriculture practices; and b) help enhance HPI's training worldwide by increasing the capacity of staff in HPI field offices and partner organizations through training of trainers in participatory approaches, as well as producing and testing a variety of training materials in Uganda, Bolivia and other countries.

Although this grant will be officially completed in August, 1997, this final evaluation took place between July 1 and August 26, 1996. It consisted of a review of HPI-Little Rock's grant-related accomplishments, and twelve day field visits to both Uganda and Bolivia.

The evaluation team consisted of two consultants hired to represent USAID, and in the field portions of the evaluation the team was expanded to include HPI-Little Rock's Training Director and two local consultants. Methods used

in this evaluation were a combination of semi-structured interviews, field observations and documentation review. The conclusions and recommendations for Uganda and Bolivia were developed and discussed with HPI's program staff.

This evaluation found that, as a result of the Matching Grant, HPI-Little Rock has been able to move its training and evaluation agenda forward significantly by developing, refining and institutionalizing tools and systems appropriate to each. However, one delay in the progress of HPI's global training agenda has been the pace of the development of its participatory training manual.

Based on the evolution of HPI's programs, HPI appears to be facing some strategic challenges concerning its overall mission and role. These relate to broadening its current specific role of promoting nutrition and income benefits through livestock development. HPI programs are now facing such issues as product diversification, marketing, environment, water, health and family planning. Recommendations have been made for HPI to develop a strategic vision, as well as building some staffing capacity to address proactively these emerging needs.

Other recommendations include the need for HPI to: develop a clear strategy for working with its NGO project holders (as opposed to the grassroots project holders); develop and implement a simple system for measuring impact;

articulate a set of criteria and strategy for phase-out of projects; complete the participatory training manual within the final year of this grant; and to continue its work with gender by developing a long-term strategy that emphasizes the inclusion of gender analysis at the early stages of project development.

The Uganda and Bolivia field trips revealed that HPI has very mixed results in its programs. In Uganda the evidence points to a well-implemented strategy with positive impact on nutrition and income. The results in the Bolivia program, however, were less impressive: the program strategy was not clear; and the impact on nutrition and income appeared to be uneven. The grassroots organizations with which HPI works in Uganda appear to be considerably stronger than most of those with which HPI works in Bolivia. This may in part be attributed to the fact that the Uganda program usually works with grassroots organizations that already have the basic organizational operating principles (e.g., organizational purpose, roles and responsibilities) in place. This is not the case in Bolivia where grassroots organizations are suffering from a high attrition of membership. In both Uganda and Bolivia, HPI's work with the grassroots organizations is much stronger than its work with the NGO project holders.

Recommendations for the Uganda program include the need for HPI to: develop interactive training exercises for illiterate beneficiaries; continue to reinforce participation and participatory approaches; develop the community level training capacity; actively explore ways to expand its model and outreach, including strengthening the capacities of its NGO project holders; initiate a forum for sustainable agriculture practitioners; conduct impact case studies and develop a simple system for monitoring and evaluating impact; clearly articulate a set of criteria and strategy for phase-out and develop a strategy for addressing the new sectoral needs emerging from the projects. In addition the evaluation recommends that HPI-Little Rock reprogram funds to ensure the continuation of the two training positions, the completion of the training materials and the expansion the on-site follow-up strategy.

Recommendations for the Bolivia program include the need for HPI to: more clearly define its role and strategy, as well as its relationship and coordination with World Concern and PROPECO; assess current project holders and phase-out of those that are not meeting HPI's standards; develop a strategy for strengthening the NGO project holders; hire additional staff or create links with resource organizations with expertise in newly emerging sectors such as product diversification, marketing and organizational development; write up a description of the training approach being implemented on its behalf by PROPECO; develop and adhere to a detailed schedule to pre-test, adapt, complete and share (through a regional and in-country workshops) the participatory training manual; develop a system for measuring impact; and ensure follow-up to the self-evaluation exercises.

Appendix 5

Follow-up to External Evaluation Recommendations

Bolivia

Recommendations regarding

HPI-Bolivia strategic plan:

A workshop in October, 1996 with all staff of the Bolivia office plus Jim Hoey from Headquarters and a local consultant had the purpose of reformulating the strategic plan and setting the basis for the next phase.

The number of project partners, NGOs and grassroots organizations, will be phased down starting in January, 1998 and a process of working out clearer agreements has been initiated with the selected project holders.

Strengthening Partner Organizations:

Those with whom HPI works should coincide in the methodology of planning and monitoring of the Cornerstones model. This process will become clearer and more refined as we continue to work with the model under the next phase with the continuing matching grant. Plans are to carry out a major workshop for HPI staff and some of the partners early in the next matching grant to teach the Cornerstones model.

An additional staff person will be hired to support in training, planning and documentation.

Selection of Project Partners:

Several colleague agencies and local organizations have made plans and objectives to share experiences on important topics, such as planning based on the cornerstones, monitoring, gender as these arise from the felt needs of partners. World Concern, the Methodist Church, UNAPEGA, and PDAI (from the Beni) will be involved in this process.

Diversification of Activities:

HPI Bolivia now has contracts with other institutions to coordinate several marketing activities. A small cheese factory has been opened up in San Julian. This activity requires more technical support which we will get with the next MG, and we plan to put more financial support into credit and support of marketing.

HPI-World Concern Relationship:

The relationship is very good, but because of the conclusion of the current matching grant which stressed training, PROPECO is phasing down (the training department that had been supported and set up essentially by World Concern). In the next phase, the working relationship will be clearer, and HPI does not plan to contract for services as in the last MG, but rather hire its own training and monitoring coordinator.

Testing the Training Approach

Essentially, the training approach developed with PROPECO has been well tested in the field, and in Training of Trainers Workshops - two in Bolivia and one for the Latin America region.

The Sourcebook, "Learning Together", is a much more extensive and comprehensive resource for training than just a manual. The theory and practice of popular education, plus ideas and approaches from many other places in the world have been included. It would be impossible to "test" the sourcebook in one single workshop - rather various parts of it has been reviewed and commented upon, plus used in many settings over at least five years. We did not agree with the evaluator that this is a manual exclusively from the Latin American context and with only one methodology considered.

Follow-up to the Process of Self-evaluation

Two workshops have been carried out with partner organizations on participatory evaluation. Now we are in permanent dialogue with the project holders and associations to define better from the beginning the planning, monitoring and evaluation of new projects.

Appendix 6

Addendum to Final Evaluation Report Uganda August, 1997

This addendum was prepared by Jennifer Shumaker (HPI Director of Evaluation), after consultation with the HPI - Uganda staff members: Bernard Muyeya (Country Director), A. Beinempaka (Training Coordinator), and Margaret Makuru (Training and Extension Services Coordinator). The consultation took place on July 28-29, 1997 and was followed by the final collection of data for the impact study in Bugusege Livestock Project.

The above consultation group discussed the follow-up on all the final evaluation recommendations. These can be found listed on pages 34-36 of the final evaluation conducted in July 1996 by Jane Yudelman and Jerry Aaker (see appendix to this report). The numbers refer to the recommendations listed on page 34-36 of the Final Evaluation.

Actions Taken on Recommendations

1. The Uganda program should continue to reinforce participation and participatory approaches through training and follow-up. To enhance this, HPI should make greater efforts to learn about materials and methods used by other organizations.

In order to enhance their capacity in participatory training, the Uganda program has now looked at other organizations' training materials. In particular, they have benefited by learning from the MAAIF's (Ministry of Agriculture, Animal Industry and Fisheries) charts which are used for "discussion starters."

2. HPI should expand the variety of interactive training exercises, placing more emphasis on tools to be used with illiterate beneficiaries. These tools should be included in the participatory training booklet that HPI is planning to produce in the final year of the grant.

Putting into practice the participatory approach, the Training Coordinator organized two writers' workshops, including extensionists, HPI staff, farmer representatives, collaborator NGOs, and writer/artist resource people. During the first workshop, 28 Oct.-2 Nov., 1996, this team developed materials for illiterate farmers in the form of charts on six different livestock management topics, with follow-up plans for seven more, including gender issues, group formation, human nutrition, and credit/savings. During the second workshop on 9 January 1997, drafts the materials were pre-tested and finalized by people who had not been involved in developing them. The HPI (U) Training Approach Manual has been started by the Training Coordinator and the first draft will be completed by the end of September, 1997.

3. HPI should strongly reconsider rescheduling the Gender Workshop (currently scheduled for February, 1997) so that it falls as early as possible. HPI should use local or regional resource people to design and facilitate this workshop and HPI should develop a follow up strategy after the workshop. Any, future reiteration of this program should introduce training and follow up on gender issues at an early stage of the relationships with the project.

Two gender workshops have now been conducted, and a third will be conducted before the end of the grant. This matching grant funded a regional workshop at the end of 10-15 Feb., 1997 to equip HPI staff from the East Africa region and collaborators with planning and gender analysis skills. Another small HPI grant paid for a workshop to sensitize HPI-Uganda staff in late January 1997 in preparation for the regional event. A third "training of trainers" workshop will be conducted 10-16 August 1997. During this workshop, a strategy for addressing gender issues at the start of all new HPI-Uganda projects will be developed.

4. In the final year of this grant, in order to build training resources within the communities, more attention should be placed on developing the capacities of model farmers to become community-level trainers or facilitators.

To develop the local capacity for both training and management of projects, a workshop was held from 10-13 June, 1997. The model farmers and extensionists from the existing projects tested some of the training materials developed in January 1997. They also discussed how to increase sustainability and decrease dependence on HPI-Uganda for training and extension. A committee was formed that will function independently from HPI-Uganda. They met on July 30, 1997 to decide on a uniform strategy for sustaining the extension services to accompany the project families, and to standardize the contracts throughout the Uganda projects.

5. HPI-Little Rock should review the budget of the Matching Grant to determine whether it is possible to reallocate funds to cover all or part of the following:

- a) printing of the training materials (approximately US \$14,525);**
- b) on-site follow-up strategy (approximately; US \$9,332 or US \$44,332 if a vehicle is included to enhance mobility of the staff reaching project sites).**

The budget has been re-allocated as recommended. Mobility problems have been solved by the addition of two vehicle paid for by BOTHAR (Irish partners) and the local AID mission as well as additional funds from HPI.

6. HPI should begin to actively explore viable ways to expand its model and outreach.

HPI-Uganda is exploring several collaborative relationships that would spread the HPI model beyond the funded HPI projects. Both the EDF (European Development Fund) and the UNDP (United Nations Development Programme) have requested HPI-Uganda's expertise in training. The Uganda government has used HPI's approach and training materials in their own programs.

7. As part of its attempt to expand its outreach, HPI should begin to explore strategies for developing capacities within the larger organizations.

The Uganda program has assisted UCS (Uganda Catholic Secretariat) in getting CARITAS funding for a dairy breeding farm, and has also helped COU (Church of Uganda) and UCS to get funding from other sources. COU obtained funding from donors who visited HPI projects, and UCS started a revolving fund for veterinary supplies with HPI's assistance. With additional funds from another source, this operation was expanded into a farm supply shop.

8. HPI should initiate a forum (consisting of development practitioners promoting sustainable agriculture) to promote the sharing of materials, approaches and ideas, as well as establishing institutional links and possible exchange of skills, and the de-development of joint programs.

Many individual exchanges have been initiated, such as the mutual exchanges between HPI-Uganda and UNDP Africa 2000 network. By visiting each others' projects, these two have learned from each other about their respective approaches to sustainable agriculture. HPI (U) organized exchanges and field visits for the demobilized veterans from the North and Central Region. HPI (U) also participated in a joint forum to address the agricultural extension services on July 24, 1997. HPI (U) was chosen, along with MAAIF, UNFA (Uganda National Farmers Association), World Bank, and World Vision, to be on task force to develop guidelines for integrating NGO activities into district agriculture programs.

9. With the emergence of new and relevant felt needs in the project sites (e.g. marketing, family planning), HPI must develop a strategy and the necessary institutional links for dealing with these.

The program's strategy is to involve relevant agencies in the training sessions offered to HPI farmers. For example, Land O' Lakes has now been involved in marketing and AI (artificial insemination) training, and Family Planning Association of Uganda has given HPI families training in family planning. HPI has also funded the participation of one of their extensionists in a course on dairy product processing and marketing.

10. HPI must clearly articulate a strategy (with criteria and process) for phase-out of support of projects. Articulating such a strategy would also help clarify HPI's organizational development objectives.

The workshop mentioned in #4 addressed one level of project phase-out. During the workshop, participants planned to decrease their dependence on HPI by strengthening the capacity of model farmers to support the training and extension services within the projects.

11. There is a need to improve communication between Little Rock and Uganda around the institutional issues raised in the mid-term evaluation. It is recommended that these issues be dealt with in the first opportunity that appropriate Little Rock staff have for face-to-face dialogue with the Uganda staff.

After discussion with all parties involved, we decided that this recommendation is the result of a misunderstanding. "Lack of response from headquarters" did not mean there was lack of communication. It referred to lack of funding. The vehicles have now been funded, and the Uganda staff now understand that there are no automatic salary increments in HPI.

12. HPI's current program has been greatly facilitated by the addition of one trainer. Eighty percent of his salary is paid for by this grant. For the continued effectiveness of HPI's program beyond the life of this grant, the two trainer positions should be continued.

The staff have undergone a restructuring that will allow both the training positions to continue without additional personnel budget.

13. During the final year of this grant HPI should conduct a minimum of three impact case studies to capture the projects' impact on income and nutrition/health. Given the small size and skill mix of the staff, it is recommended that outside resource people be used to conduct these studies. To this end, establishing a relationship with Makerere University and its degree students should be explored. This would allow HPI to benefit from additional expertise as well as keep the costs of conducting these studies to a minimum.

Five impact studies have now been initiated in Uganda. One long-term social and environmental impact study will be completed this year in Bugusege Livestock Project, and four projects have undergone cost-benefit analysis in conjunction with Bradley University in Illinois.

14. In the last year of the grant, HPI should ensure that follow-up to the four project holders that participated in the self-evaluation exercises is provided. HPI should also consider expanding this process to the remaining project holders.

Follow-up of the self-evaluations has been done by the training staff for the local NGOs that attended the evaluation workshop. The communities responded enthusiastically, and the HPI cornerstones have been translated into two local languages. Two projects that have used self-evaluation have

decided to repeat the process every six months. The other five grassroots project holders (that did not attend the workshop) will have self-evaluations facilitated by the HPI-Uganda training staff by the end of September.

15. A monitoring and evaluation system should be developed for measuring impact through a few key indicators for all future projects. In designing and establishing this, HPI should consult appropriate professionals in Uganda or the Director of Evaluation in Little Rock.

See #13

16. Given that BSE and the privatization of the extension system represent potential threats to HPI's current strategy, HPI should actively develop and test a variety of contingency plans to address these issues. These might include: finding alternative sources of cattle, diversifying the types of livestock with which it works, building some element of support for the current extension workers in the beneficiary contracts and/or training a cadre of indigenous extension workers.

HPI-USA has raised extra funding on a special appeal to replace the cows banned by the BSE threat in Europe. The USAID mission also provided emergency funds to cover HPI-Uganda commitments to veteran families. The program has now started exploring the potential for diversifying with rabbits, and is funding locally-raised crossbred cows as well as exotic. Starting new projects with pass-on animals from existing projects is another contingency plan.

Appendix 7

Evaluation System Update

Program Reviews

During the past three years program reviews have been completed in 12 countries: Tanzania, Zimbabwe, Ecuador, Guatemala, India, Uganda, Bolivia, China, Mexico, Honduras, Thailand and Peru. Eleven evaluation training workshops have also been conducted, some in conjunction with the program reviews, and others independently. In-house evaluations of the Women in Livestock Development (WiLD), The HPI Chicago Office, and of the evaluation system itself were also conducted. HPI evaluation office has also been recruited to be part of the evaluation teams or advisory committees for the SANREM-CRSP, Center For Holistic Management, Presbyterian Hunger Program, and SARE-ACE grants.

Impact Studies

Six years ago, HPI initiated several long-term impact studies in Uganda and Tanzania, as part of a USAID matching grant. Baseline data was collected on environmental and social factors from three projects in East Africa in 1991. These were designed to be completed over 6-8 years. During the current grant, we collected the final data from one project in Uganda. This data is being entered on a spreadsheet so that results can be analyzed. In 1999, data collection on two more projects in Tanzania will be completed. The same baseline survey has also been conducted in 1994 China and India, and we hope to complete those studies in 2000. In the next three years HPI plans to complete and publish at least 12 impact (case) studies.

In 1996, Bradley University in Peoria, Illinois and HPI entered into an agreement to conduct cost-benefit studies on all of HPI's major animal species, in selected representative countries. The survey tool for these studies has been designed and was piloted in Uganda during this matching grant. During the next matching grant, we will be revising this tool and using it in Zimbabwe, Indonesia and Bolivia. We are also considering China to add to this list in 1998. This study is designed to be completed over three years, with data being collected every nine months. Analysis will be done by the economics department at Bradley University.

Learning Together

The Agricultural Worker's Participatory Sourcebook

Susan Stewart



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Appendix 8

Heifer Project
INTERNATIONAL

Chapters by B.J. Lundquist, Jennifer Shumaker and Karen L. Stoufer



**Christian
Veterinary
Mission**

What is in this book?

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How to use this Sourcebook

This book was designed for any agricultural or livestock worker who is or will be training farmers. It is for people designing training programs or making decisions about training programs, and for farmers and professionals who are trainers. It is written by agricultural people for agricultural people. Agricultural trainers from more than 25 countries on five continents have shared their ideas here about what works for them in training adults.

This book is different from most manuals and texts. Most books describe everything they want you to know, then give you exercises to practice it. In this Sourcebook, the exercises are placed in the midst of the text. The exercises are in the text to stimulate you to think about how you would respond to an exercise as you read through the text. The exercises can also be used later for training workshops. By having the exercises within the text you can see how the topic could be developed in a training session. There are three ways this book can be used:

1. **Read it all the way through.**
2. **Skim it to get the main points.** To do this, look at what stands out most to you, generally:
 - The things in boxes
 - The pictures
 - And the things written in bold.

As you skim the book, you will get an idea of the areas most useful to you. You can then read those in greater depth.

3. **Use it as a reference book.** It was designed for this purpose. Go to the section or area related to the activity you are planning and study it. Use it to get ideas to get your own creative thoughts going.

Add in here about tabs or coloring on the side for sections, and any added things like question marks or magnifying glass, etc to make it more user friendly. This paragraph will probably be pretty long, so I'm adding more words in here to make it take up more room.

This manual is organized in terms of issues related to training, rather than in terms of specific technical agricultural topics. It is organized into four sections.

The **first section**, chapters one through three, is about how adults learn and the most effective training methods for adults. It includes who should be trained and who should facilitate the training.

Section two chapters four through eight, discusses the training cycle step by step. It begins with defining the need for training and the content and moves through planning, implementation, and evaluation of a training program.

Section three, chapters nine through eleven, focuses on some important issues in livestock and agricultural training. These topics - gender, traditional knowledge, and good communication and group work - will positively influence agricultural training if they are included in the program.

THIS PARAGRAPH MUST BE WRITTEN BEFORE GOING TO PRESS.

The fourth section, chapters twelve through fourteen, is a reference section. In this section are tools for participation with examples of how to use them. There are also suggestions for making your own training materials and other relevant reference materials.

Sections one and two present many of the basic concepts behind participatory adult education. **If participatory adult learning is new to you**, section one will give you the background to be able to use it.

If you have been using participatory training and will be training facilitators, section one will give you some ideas for training facilitators. To help train others, each concept of participatory training is illustrated with an example of a drawing, game or role playing exercise which could be used to teach the concept to someone else. As you prepare your training of trainers sessions, please consider including the important concepts in section one and section three.

If you are beginning to plan a new training program, or to revamp an existing one, section two will take you through a program step by step.

Sections one through three describe many training tools such as small groups, brainstorming, etc. Section four outlines the use of each of these tools. Each tool has a definition, a description of its use, a discussion of pros and

cons and other uses, and an example from a real situation. As you read through sections one through three, refer to the reference section to discover how to use each tool. Then adapt each tool to your situation as you plan your training workshop.

There is great interest in training community agricultural and livestock workers who will later assist their communities. Many examples in this book were taken from Community Livestock Worker training programs. The same concepts apply to agricultural or forestry workers or to individual community members, only the subject matter will change. The examples are given to illustrate the tools and techniques and are not intended to limit the application of the participatory training approach to any relevant content.

Appendix 9
HPI Uganda Program

A Short Description of each active project:

- i) Kisinga Women Dairy Goat Project - started in 1991. The group was originally involved in development activities such as handicrafts, literacy campaigns and primary health education. However, it is the dairy goat project which has made a bigger impact on the beneficiaries and neighbours around. Since the project began, 170 families have benefitted from original goats and pass-ons. This project has also embarked on the reintegration of war veterans into civilian life program.
- ii) YWCA Mbale Branch - has a membership of 215, most of whom are present farmers engaged in traditional pig rearing and poultry farming. In 1990, YWCA started receiving heifers from HPI. so far 59 needy families have been assisted with originals and pass ons in the last two years. YWCA has also embarked on the veteran reintegration program for the next two years.
- iii) Uganda Catholic Secretariat (UCS) projects were set up to assist the displaced families who lost their property due to civil wars in the country. UCS ongoing projects are, with effect from this year also incorporating veteran families for assistance with a cow. They have so far received 422 original animals since and passed on 115 since 1987.
- iv) Bugusege Livestock Project - The society was formed in 1985 with 150 members. It is a community group involving the residents of the area. Its aim was to improve on the livestock they had. It was recently registered as a full cooperative society. It is also one of the HPI on going projects that are implementing the veterans reintegration program. There are currently 61 families assisted by HPI with original animals and pass ons.
- v) Bunyoro-Kitara Diocese Heifer Project

Operates under Church of Uganda as the Project Holder with the aim of assisting the agricultural development of the people in rural areas. Major extension rural work includes primary health care, nutrition, improved agriculture, water supply and literacy campaigns. The project started receiving HPI animals in 1994. So far 60 families have been assisted with original animals and pass ons.
- vi) Church of Uganda Livestock Improvement Projects (LIP)

The Church of Uganda projects fall under the Planning, Development and Rehabilitation Programme (PDR). The Church is mainly involved in improving agriculture, primary health care, nutrition, clean water supply, literacy campaigns and

environmental protection. The Church of Uganda Heifer Projects are supported by Heifer Project International, Send A Cow (UK) and Bothar of Ireland. These projects are Kigezi Diocese, Namirembe Diocese, Mityana Diocese, Mukono Diocese and Wamala-Kageye Farmers Cooperative Society. So far 1137 farmers have been assisted with originals and pass ons.

vii) Kirinya Women's Heifer Project

Is a well established women's group in the outskirts of Kampala formerly associated with YWCA in Uganda. It has a membership of over 100. It involves itself as a club in women's development projects which include traditional pig rearing and poultry farming. It associated with HPI in 1987 and received 10 heifers. It has been a model for zero grazing and the women work closely together. By the end of 1995, there were 65 cows in the project.

viii) Kiyenje Cooperative Dairy Heifer Project

Is an established cooperative society under the Ministry of Trade and Industry, registered in 1964 to handle marketing of farmers produce. It have overtime built a permanent store where farmers collect produce, mainly coffee for onward transportation to coffee processing plants. Farmers also sell maize, beans, groundnuts, soya beans and peas through the society. The society provides training to members on better methods of farming, health education and literacy classes and family planning. The first heifers were given by HPI to the society in 1991 and today there are 264 farmers with cows. This project expanded to give rise to Rukungiri Women Heifer Project in 1993.

ix) Kakoro Women's Heifer Project

Kakoro Women Heifer Project is a women's grassroot cooperative group under the Ministry of Trade & Industry. It started working with HPI in 1986 and had received 31 animals by 1987. Following insurgency in this area, all the livestock were looted. The Ministry then moved the project to Kiyenje Cooperative Dairy Heifer Project. With the return of peace to the area, however, the project has been revived.

x) South Rwenzori Diocese-Kinyamaseke Dairy Goat Project

It is a women's group that was formed in 1992 with 20 members. The group aims at improving their standard of living. The group received 20 Goats from HPI in December 1995. This project will also assist veteran families with Dairy Goats. Selection of the beneficiaries has already been done and training will follow. This program will go on for two years.

xi) Kasolo Livestock & Housing Project

This is a 3 year project that started on 1st January 1996. It operates under the United Methodist Church of Uganda. It focusses on problems of nutrition and housing in order to keep the whole body healthy. An extensionist has been recruited, executive committee formed and beneficiaries identified ready for training. There is collaboration with Habitat for Humanity International (HFHI) which will provide funds for construction of houses while HPI will provide training and animals.

xii) Nakalama Women's Goat Project

This operates under a local NGO, Rural Development Organisation (RUDDO). Its objective is to improve the standard of living of rural people through income generating activities and improved nutrition. In December 1995, HPI distributed 10 goats to needy families after training.

xiii) Kayunga Dairy Goat Project

It was started in 1993 under the Deliverance Church. This was in response to the great need to assist the large number of orphans, following the AIDS scourge, to enable them be self-reliant and minimize their drift to towns. In December 1995, HPI distributed 15 goats to the project.

xiv) Agen I Kristo Women's Group

This is a group that was formed out of the need to replace the livestock which was raided from the area by the Karimojong warriors in 1987. The group has been engaged in food crop production, making and selling of handicrafts. In May 96, 10 crossbred dairy cattle were supplied to 10 needy families after training and preparations.

xv) LIDDA (Lira District Development Agency)

This was also formed to address the plight of the orphans and widows as a result of civil wars and AIDS scourge. In May 1996, 5 crossbred were given to 5 needy families from the group that had trained and prepared.

xvi) ADF (Apac Development Foundation)

This one has similar objectives as LIDDA above. The group also engages in buying and selling of produce. 10 crossbred heifers were given to the group by Send A Cow in May 1996.

xvii) Kyakahinda Beekeeping Community

This was formed in 1987 with an aim of working together by the community targeting on improved methods of harvesting, processing and marketing honey to ensure good quality. The group is composed of 13 villages with 195 members, consisting of men, women and youth.

Appendix 10

Summary of Projects in Bolivia 1996

KechuaYmara Foundation Guinea Pig Project - Frequent trainings of either one or two days on themes ranging from animal health, forages, tree planting, to human nutrition, farm management and leadership. This project has benefited 291 families in the period.

Kechuavmara Llama project carried out monthly trainings on topics of animal health, management, nutrition and feeding, treatment, shelter construction, forage improvement and forestation. 180 families have benefited from the project during the grant period.

Methodist Church Alpaca Project has 12 families with active contracts benefiting from llamas and alpacas, 69 with guinea pigs, and 20 with cattle. Trainings were given in animal management and health, plus breeding, administration, and human nutrition.

SONU goat project is a small project that works with seven families, but training is also for a large number of school children. Six trainings were given.

CAIZA "D" poultry project has served an average of 1,500 families in each year, providing them with laying hens for improving family nutrition plus training in 15 different communities in Potosi, the poorest province in Bolivia.

UNAPEGA, the National Union of Small Cattle Raisers, has over 1,200 members in 10 different districts. During the period 653 families received a cow, of which 641 came from the pass-on system. An average of 15 to 20 training courses were provided each of the three years in various locations in areas such as project management, animal care, forage trees, treatments, breeding and nutrition.

PDAI is a project in the Beni that has benefited 109 families. Monthly training sessions covered dairy cow care, animal health, and nutrition.

Berlin Association is in a settlement area and the HPI projects here served 40 families in the cattle project and 129 in the sheep project (women). Basic Courses were provided in both cattle and sheep, plus a technician training course and one on poultry.

San Julian Association cattle project benefited 167 new families with cattle and 199 with sheep in the grant period to date. Also, there is a goat project that has helped 16 families. Seventeen training courses (most of them 4 or 5 days each). These included the cattle and sheep basic courses, plus technician training and a course in planning and administration.

Santa Rosa Association. This project has benefited 150 families in the cattle project and 72 with sheep. Six basic courses were given, plus a training in planning and administration.

Yucumo Association. This relatively new project in the Beni has helped 96 families with cattle and 2 women with sheep. Training in the last year included basic courses and training in planning and administration.

Summary

The animal species used in the program is as follows:

<u>Species</u>	<u># Families</u>
Guinea Pigs	355
Llamas	187
Cattle	1,237
Alpacas	5
Goats	39
Poultry	1,520
Sheep	402

The total number of families benefiting in the three year period of the grant in the Bolivia program was 3,740. If we subtract the 1,520 families that received poultry in the CAIZA "D" project, the total number of families in all the other projects is 2,520.

The total number of beneficiary families in Bolivia in the period, 1,560 received "original placement" animals, while 2,180 benefited from "pass-on" offspring animals. This means that almost 60% of all beneficiary families received pass-on animals, which is a very favorable indicator of sustainability and continuation of benefits through the HPI program model.

Appendix 11

Technical Information Book and Article Orders

	# of orders filled		# of articles sent		# of books sold/donated
1995	1,891		10,680		780
1996	1,912		10,830		912
1997	776		3,980		626
(January - mid-August)					
# of Exchanges sent in general distribution:					
No. 80	July - September, 1995	1,816	# of Cornerstones in current stock		
No. 81	October - December, 1995	1,800		426	
No. 82	January - March, 1996	2,011	# of Cornerstones distributed:		
No. 83	April - June, 1996	1,999		775	
No. 84	July - September, 1996	750	# of Cornerstones(Spanish Version)		
No. 85	October - December, 1996	839	Distributed:		
No. 86	January - March, 1997	864			
No. 87	April - June, 1997	910			
No. 88	July - September, 1997	921		160	

Appendix 12
Financial Profile of Heifer Project International

A. Program Expenditures	Dec. 31, 1993	Dec. 31, 1994	Dec. 31, 1995	Dec. 31, 1996	June 30, 1997
International Development	\$4,194,202	\$4,590,219	\$5,289,175	\$6,549,389	\$3,569,003
Education	1,752,661	1,648,018	1,748,382	1,892,813	1,085,292
Training	395,230	486,805	642,473		
Total Worldwide Program	\$6,342,093	\$6,725,042	\$7,680,030	\$8,442,202	\$4,654,295

B. Sources of Funds	Dec. 31, 1993	Dec. 31, 1994	Dec. 31, 1995	Dec. 31, 1996	June 30, 1997
A.I.D. Matching Grant	\$ 0	\$ 44,026	\$ 211,388	\$ 264,013	\$ 149,652
A.I.D. Subgrants (SANREM)	111,140	322,971	708,534	356,365	112,092
Other Gov. Contracts & Grants	5,321	0	8,579	573,793	264,584
Private Contributions: Cash	6,486,556	6,821,891	7,160,849	8,639,074	3,722,878
Private Contributions: In-Kind	651,579	747,752	715,098	609,137	191,953
Other Revenue	744,975	512,341	1,669,706	2,016,842	1,124,829
Total	\$7,999,571	\$8,444,981	\$10,474,154	\$12,459,224	\$5,565,988

Appendix 13

Project Agreement Date - August 19, 1994

Line Items	Three Year Revised Budget	HPI
	USAID	
HEADQUARTERS		
(1)Salaries	118,000	132,000
(2)Travel	24,000	19,000
(3)TIS	15,000	30,000
(4)Training	19,000	6,000
(5)Publications	15,000	
(6)Training Tools	5,000	5,000
(7)Consultants	15,000	
(8)Evaluations	32,000	12,000
Headquarters Total	243,000	204,000
 BOLIVIA		
Field Act Advance		
Spent at Hq:		
(9)Salaries	100,000	87,000
(10)Travel	21,000	15,000
(11a)Project Grants		285,000
(12)Office Expenses	10,000	13,000
(13)Training and TA	49,000	
(14)Publications	7,000	
Totals	187,000	400,000
 UGANDA		
Field Act Advances		
Adjust. from previous		
Spent at HQ:		
(15)Salaries	86,000	187,000
(16)Travel	14,000	30,000
(17a)Project Grants		268,000
(18)Office Expenses	10,000	15,000
(19)Training and TA	55,000	
(20)Publications	20,000	
Total Spent	185,000	500,000
 Sub Totals	 615,000	 1,104,000
Indirect @21.89*	135,000	243,000
 Grand Totals	 750,000	 1,347,000
HPI/AID Combined		2,097,000

Matching Grant
FY 94 Application

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Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions
<p><u>Purpose:</u></p> <p>Help 1,900 farm families to profitable production, family well-being, and improvement of the land through ecologically sound agriculture in Bolivia and Uganda.</p> <p>Train 100 community level leaders (M&F) to organize, teach, and demonstrate sustainable development practices and principles to others.</p> <p>Equip managers and trainers of HPI country offices and 15 partner organizations to strengthen their capacity to plan, manage, train, and evaluate sustainable development projects.</p>	<ul style="list-style-type: none"> -Number of farm families helped directly with livestock enterprises. -Number of community level leaders that use, demonstrate and teach others sustainable agriculture practices. -Increased capacity of partner organizations and HPI in-country staff to plan and manage sustainable development projects. - A participatory training model that HPI can apply worldwide, using appropriate training tools written and tested in target countries. 	<ul style="list-style-type: none"> -Project reports -Project level ledgers -Country Program reviews in Bolivia and Uganda -Final external evaluation. -Case study or surveys of projects, using HPI's cornerstones as criteria. -HPI database 	<p>Farmers will have adequate land security to warrant investment in time and money. No major prolonged drought.</p> <p>That training and animal inputs will make a measurable impact on the quality of life of families.</p>

OUTPUTS:	INDICATORS:	MEANS:	ASSUMPTIONS:
<p>A. HPI in-country staff and staff of 15 partner organizations (NGOs) in two target countries & at least two neighboring countries trained in planning, management and evaluation of sustainable development projects.</p> <p>B. 2,000 farmers (both men and women), community leaders, and elected promoters will have gained skills and knowledge in sustainable agriculture models and practices, including animal production, agroforestry, soil conservation, zero-grazing, pasture improvement, and inter-cropping.</p> <p>C. 100 leaders and promoters benefit from training, technical information, and observation of results of sustainable agriculture projects.</p>	<p>A.1 Staff understand and have skills in planning, management and evaluation of sustainable development.</p> <p>B.1 Number of farm families who are direct participants in sustainable development projects and benefit from profitable crop/livestock production.</p>	<p>A.</p> <p>Six month reports. Field visits. Evaluations Meetings with staff</p> <p>Project reports, field visits, and trip reports</p>	<p>Local NGOs make a commitment to net-working and training in sustainable development and allow personnel to participate in training.</p> <p>Climatic and weather is not extreme, (droughts/floods, etc)</p> <p>Costs of production and prices of produce make it feasible to make a profit.</p> <p>A high degree of motivation on part of farmers to improve quality of life for their families and rationally use their natural resources.</p>

<p>D. Training resources, technical backstopping, and information provided to local NGOs and HPI country staff</p> <p>E. 15 to 25 practical technical information and training tools produced (i.e. posters, handouts and case studies) on animal production and health themes.</p> <p>✓ F. A comprehensive set of videos on animal production and health collected and made available upon request to country programs.</p> <p>G. A training manual for developing, managing and evaluating integrated livestock projects using participatory "popular education" approaches produced</p>	<p>C.1. HPI country offices staffed by competent technical & administrative staff working directly with local NGOs and networks of development institutions</p> <p>Consultancy and training in silvo-pastoral practices, forages, and nitrogen fixing tree made available to HPI country staff and partner organization staff.</p>	<p>Management and activity reports, annual meetings with field reps and program directors, and field visits.</p> <p>Copies available for review; observation of training and field work</p> <p>Annotated listing of videos, and system to copy and distribute them</p> <p>Published materials and articles</p> <p>Training and meeting ledgers, project reports</p> <p>Report on the events.</p>	<p>High level of interest in net-working and collaboration between NGOs, both locally and internationally.</p> <p>HPI's long term strategy of support for country offices and competent national staffing in each of them.</p>
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H. 8 local NGOs and community organizations in the target countries with increased capacity to carry out gender analysis and work with Women in Development projects,

I. Evaluations and reports of sustainable and ecologically sound livestock projects completed, published, and disseminated.

Two major training events and consultations on gender and family issues

Local NGOs with increased consciousness and skills to analyze, plan and implement projects with women's organizations.

Self-evaluations by each project annually,

County Program review in Bolivia and Uganda

Two published case studies with accompanying slide presentations,

Final external evaluations

Evaluations

Project Proposals,

Project and field visit reports.

HPI Program Reports,

Reports from projects, and HPI country office

Published studies and slide shows,

Final Report

Local NGOs are or will become interested in more effective work with women and families.

Local consultants and trainers available,

HPI reporting and evaluation system is practical and helpful to local staff.

<p>INPUTS:</p> <p>A. HPI resident representation in each country</p> <p>B. Equipment, supplies and livestock</p> <p>C. Training materials - videos, posters, manuals</p> <p>D. Funding for 26 long term, sustainable development projects through local NGOs and grassroots organizations</p> <p>E. Local and international consultant services</p> <p>F. Training events and consultations in countries and in the regions for in-country staff, project personnel and colleague NGO staff.</p> <p>G. Training manuals based on participatory model provided by HPI.</p> <p>H. Evaluation training and consultation.</p> <p>I. Publish and EXCHANGE and WILD newsletters 4 Xs a year, and distributed.</p>	<p>Presence of full time country representatives,</p> <p>Effectiveness of extension and technical staff in the field</p> <p>Effectiveness of administrative personnel in each country</p> <p>Cost effectiveness of funded projects</p> <p>Administrative and professional staff time for management, monitoring, and follow up.</p> <p>Initial workshop with headquarters program management and field reps for strategy and goal clarification.</p> <p>Two gender workshops of consultations.</p> <p>Two curriculum development and training model workshops.</p> <p>Two consultations of training workshops on silvo pastoral practices</p>	<p>Annual meetings and field visits by program directors to monitor programs, review goals and strategic plans for each country.</p> <p>HPI financial reports</p> <p>Personnel contracts</p> <p>Project financial and progress reports</p> <p>HPI data base and files</p> <p>Reports from country program reviews by staff</p> <p>Final evaluation reports of the matching grant</p>	<p>HPI is able to raise matching funds from private sources.</p> <p>Governments and indigenous NGOs provide the contacts and networks with which to work.</p> <p>Printing and mailing costs do not increase drastically in cost</p> <p>HPI will be able to recruit and contract a competent person for grant management and monitor</p>
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Appendix 15

Examples of Indicators for HPI's Cornerstones

Passing on the Gift

- ◇ Number of animals passed-on (to another family)
- ◇ Quality of Pass-ons
- ◇ Number and Type of recipients
- ◇ Percent of POG obligations still pending
- ◇ Spread effects (replication of this practice by others)

Sustainability and Self-reliance

- ◇ Adequate financial and other resources to continue operating
- ◇ Reduced need for external assistance
- ◇ Number and/or type of other activities initiated by the group
- ◇ Change in number benefiting from the project
- ◇ Succession (next generation taking-up farming)

Improved animal Management

- ◇ Reproduction rates and intervals (calving, lambing, etc.)
- ◇ Production per head and per unit (e g acre or hectare)
- ◇ Animal health and condition
- ◇ Amount of external inputs used

Nutrition and Income

- ◇ Products consumed and/or sold
- ◇ Employment opportunities in the community
- ◇ Changes in family nutrition
- ◇ Changes in family income
- ◇ Other material benefits to families
- ◇ Cost benefit ratio
- ◇ Infant mortality

Improving the Environment

- ◇ Anticipated and unanticipated impact on factors such as soil, water, forestation, vegetation, wildlife, biodiversity
- ◇ Action plans developed by the group to improve the environment
- ◇ Changes in attitude toward the environment
- ◇ New farming practices adopted
- ◇ Number of farmers using manure for compost or fertilizer

Spirituality

- ◇ Increasing sense of peace or well-being despite circumstances
- ◇ Acts of worship and stewardship
- ◇ Willingness to take responsibility
- ◇ Respect for life and living
- ◇ Loss of interest in judging others

Gender and Family Focus

- ◇ Evidence of family unity
- ◇ Changes in well-being of children
- ◇ Youth planning to stay in rural area
- ◇ Youth involvement in training and production activities
- ◇ Changes in women's income and control of resources
- ◇ Inclusion of women in training and in decision-making

Training and Education

- ◇ Improved skills
- ◇ Knowledge (understanding) of the development process
- ◇ Use of skills taught
- ◇ Attendance at training sessions
- ◇ Changes in attitude and behavior

Full Participation

- ◇ Changes in group membership (number and type)
- ◇ Members' participation in decision-making
- ◇ Number of people attending and participating in meetings
- ◇ Leadership depth and rotation of leadership
- ◇ Working together for the welfare of the whole group

Accountability

- ◇ Use of record-keeping (farmer and group level)
- ◇ Adequacy of financial management
- ◇ Timeliness of reporting
- ◇ Frequency of replanning and discussing goals
- ◇ Achievement of objectives
- ◇ Appropriateness of goals
- ◇ Openness and transparency in sharing information and discussing ideas

Sharing and Caring

- ◇ Enhanced dignity among participants
- ◇ Mutual assistance among members
- ◇ Assistance extended to people outside the project
- ◇ Changes in group's cohesiveness
- ◇ Humane treatment of animals

Genuine Need

- ◇ Levels of income and material well-being of participants
- ◇ Group has defined "need" within their own context
- ◇ Criterion for participation includes the socially disadvantaged

From Aaker J & Shumaker J, **Looking Back and Looking Forward: A Participatory Approach to Evaluation**, Heifer Project International, second printing, 1997.

Appendix 16
Field Program
Financial Report

Line Items	USAID Budget Portion			
		Budget		Spent
Bolivia:				
Salaries		100,000		92,797
Travel		21,000		21,745
Office		10,000		10,000
Training		48,000		48,395
Training Tools		6,000		1,740
Consultants		2,000		2,000
Total		187,000		176,677
Uganda:				
Salaries		86,000		73,266
Travel		14,000		13,813
Office		10,000		14,652
Training		55,000		55,576
Training Tools		20,000		26,898
		185,000		184,205